



Parks and Recreation Master Plan

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Cover Photo: Mission Hills Park

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EXECUTIVE SUMMARY

A. PURPOSE OF THIS PLAN

The purpose of this Master Plan process is to assist the City’s Parks and Recreation Department in updating the 2009 Department Master Plan. The Master Plan update will enable staff to successfully prepare for the City’s parks, trails, recreation, and program needs for the next ten years. The goal is to develop and gather information on future parks, trails, recreation, and program needs based on community input, staff input, and the consultant team’s experience.

64 NEIGHBORHOOD AND COMMUNITY PARKS
11 AQUATIC FACILITIES
8 RECREATION CENTERS
2 FOR AGES 50+

B. PARKS AND RECREATION DEPARTMENT OVERVIEW

The Department is committed to providing residents with a variety of life-enriching classes, workshops, and events. These programs are hosted at 64 neighborhood and community parks, 11 aquatic facilities, and eight recreation centers (including two centers for adults 50+). In addition to open grass areas and playgrounds, features include walking courses, dog parks, skate parks, splash pads, and lighted sport areas.

C. PLANNING PROCESS SUMMARY

A project team that included City staff has guided this project. This team provided input to the consultant team throughout the planning process, resulting in a collaborative effort to create a plan that blends the consultant’s expertise with community input and history. The plan included a comprehensive public input process encompassing public meetings, focus groups, and a statistically-valid survey. Analysis of all collected data provides an understanding of how well the Parks and Recreation Department is currently meeting the community’s expectations and recommendations to enhance the level of services, facilities, and programs provided. It is important to utilize various methods for gathering input and assessing community needs while developing a master plan. Each piece is vital to the process and should be looked at collectively. Communities that gather input via open forums and surveys, statistically-valid surveys, and national standards tend to get a more accurate depiction of needs.

The project consisted of the following tasks:

- Community/Stakeholder Engagement and Statistically-Valid Survey
- Comprehensive Facility Inventory and Level of Service Analysis
- Assessment and Analysis
- Needs Assessment
- Comparative Benchmarking Analysis
- Recommendations: Goals, Objectives, and Action Plan

D. KEY ISSUES AND RECURRING THEMES SUMMARY

Generally, findings from the public input process consistently identified an appreciation of existing facilities, programs, and services being offered by the City of Henderson Parks and Recreation Department. The following key Issues and recurring themes were identified:

- Concentrate on connectivity and expansion of unpaved trails and bike paths
 - Have all residents within 10-minute walk to parks
 - High walkability to programs and events is important
- Increase adult classes and therapeutic recreation classes
- Update and modernize current recreation centers
- Continue to maintain existing facilities to a high level – be proactive
- Stay ahead of the curve with recreation trends, unique programs, and modernized facilities
- Plan for changing demographics and growth, additional families, and more seniors
- Create a greater “sense of ownership” among more park users
- Enhance safety and security features in the parks
- Continue to serve high population of dog owners, some with specialized needs for equipment
- Plan for the future of West Henderson
- Continue to develop access and amenities for all ages and abilities
- Be proactive with new technology in parks – Wi-Fi, registration system, online payments

E. RECOMMENDATIONS AND ACTION PLAN SUMMARY TABLE

After analyzing the findings that resulted from this process, including the Key Issues Matrix, a summary of all research, qualitative and quantitative data, inventory, level of service (LOS) analysis, public input sessions, and input collected for this study, a variety of recommendations have emerged to provide guidance in consideration of how to enhance parks and recreation facilities, programs, and services in the City of Henderson. Recommendations describe ways to enhance the level of service and the quality of life through upgraded facilities and amenities, dedication to affordability of services and programs, enhanced programming and service delivery, organizational efficiencies, and increased financial opportunities. Details of recommendations and action plans are provided in **Section IV**.



St. Rose Trail

F. RECOMMENDATIONS SUMMARY

Enhance Access to Facilities and Amenities

- Continue to maintain existing facilities to a high level – be proactive
- Explore improving/adding trail and pathway connectivity
- Update and modernize existing recreation centers
- Enhance safety and security features in the parks and facilities
- Continue to develop access and amenities for all ages and abilities
- Add specialized facilities and equipment for dog training and sports
- Update and modernize existing park amenities
- Explore adding additional parks in areas of low service
- Repurpose underutilized park amenities/modernize older parks
- Explore opportunities to add tournament-scale indoor sports complex
- Explore opportunities to add athletic fields
- Explore opportunities to add an ice rink and ice sports
- Explore opportunities to add additional facilities in West Henderson
- Add cycle amenities to existing facilities
- Enhance bird preserves and wetlands
- Increase public art throughout the park system
- Keep the 10-minute walk to a park as a desired standard

Continue to Enhance Programs and Service Delivery

- Monitor the participation and usage of the programs, facilities, and services and make appropriate adjustments based on collected data
- Enhance cultural and ethnic special events and programming
- Explore opportunities to increase unique and trending programs based on demand, trends, and generational groups
- Continue to work with other service providers to develop programs and services to meet demand and trends
- Explore opportunities to add additional adult classes, adult sports, and therapeutic recreation classes based on Henderson’s changing demographics
- Explore opportunities to add eSports
- Explore opportunities to add additional skating programs
- Explore opportunities to add BMX bike programs and adventure sports
- Explore opportunities to add drone competitions
- Explore opportunities to add additional fun runs, ninja warrior runs, and other adventure runs
- Explore opportunities to add additional pickle ball opportunities
- Explore opportunities to add middle school age programs

Continue to Enhance Organizational Efficiencies

- Enhance the public's perception regarding maintenance of parks
- Increase staff and resources as the park system grows
- Ensure the organizational structure of the Department remains efficient
- Enhance and improve external communication regarding Department activities, programs, and services to increase community awareness
- Enhance activities, programs, and services to stay ahead of recreation trends
- Enhance the sense of ownership and pride amongst park users
- Consider public use of school recreation amenities
- Explore additional partnerships to assist with funding, volunteering, and marketing
- Work with other City Departments to enhance safety and security
- Develop policies/rules/guidelines for use of new technologies, such as drones, eBikes, eSports, etc.
- Research potential facilities or renovation of existing facilities
- Plan for the future of West Henderson
- Add and develop new technologies for the park system
- Plan for changing demographics and growth, additional families, and more seniors
- Add additional areas to de-centralize area for parks maintenance equipment and supplies
- Develop an area to centralize facilities and/or maintenance equipment and supplies

Finance

- Continue to monitor affordability of programs and services
- Utilize equitable user fees for programs and services to ensure the entire community has an opportunity to participate
- Review current development/developer fees
- Explore additional funding options
- Explore opportunities to increase sponsorships
- Pursue grant and philanthropic opportunities
- Pursue alternative funding opportunities
- Review cost recovery policies

Sustainability

- Continue to promote sustainable facilities
- Continue to develop sustainable indoor facilities
- Continue to develop sustainable partnerships
- Focus on water and energy conservation/sustainability
- Determine sustainability of current funding methodology for Parks and Recreation

I. THE FUTURE OF PARKS AND RECREATION IN HENDERSON: PLAN BACKGROUND

A. PURPOSE OF THIS PLAN

The purpose of this Master Plan process is to assist the City of Henderson Parks and Recreation Department in updating the 2009 department Master Plan. The Master Plan update will enable staff to successfully prepare for the City’s parks, trails, recreation, and program needs for the next ten years. The goal is to develop and gather information on future parks, trails, recreation, and program needs based on community input, staff input, and the consultant team’s experience. The plan includes a review of the existing Master Plan, background information, related plans, and public involvement for parks and recreation facilities’ needs, and evaluate existing implementation strategies, goals, and policies.

B. HISTORY OF PARKS AND RECREATION DEPARTMENT

The City of Henderson was born during World War II. President John F. Kennedy called the City of Henderson a “city of destiny.” The City of Henderson was officially incorporated in 1953 and occupies the southern rim of the Las Vegas Valley, currently covering more than 103 square miles. In September 2018, city leadership decided on a new direction, and now the Parks and Recreation is once again its own department. The City of Henderson Parks and Recreation Department is an award-winning agency committed to excellence and is accredited through the Commission for Accreditation of Park and Recreation Agencies (CAPRA).

C. ACCREDITATIONS AND AWARDS

The Department achieved CAPRA Accreditation in 2001 and re-accreditation in 2006, 2011, and 2016. The Department is currently the only agency in Nevada to hold this prestigious designation and is one of only 141 CAPRA accredited agencies in the United States. The City of Henderson Parks and Recreation Department demonstrated 100 percent compliance with all 151 CAPRA standards, demonstrating that the Department is delivering a high level of quality.



The City of Henderson received the National Gold Medal Award for Excellence in Park and Recreation from the National Recreation and Park Association (NRPA) in 2014 and 1999. The Gold Medal Award honors park and recreation agencies throughout the United States that demonstrate excellence in long-range planning, resource management, volunteerism, environmental stewardship, program development, professional development, and agency recognition. Each agency is judged on its ability to address the needs of those it serves through the collective energies of citizens, staff, and elected officials.



D. PARKS AND RECREATION DEPARTMENT OVERVIEW

The Department is committed to providing residents with a variety of life-enriching classes, workshops, and events. These programs are hosted at 64 neighborhood and community parks, 11 aquatic facilities, and eight recreation centers (including two centers for adults 50+). In addition to open grass areas and playgrounds, features include walking courses, dog parks, skate parks, splash pads, and lighted sport areas. The City of Henderson is guided by the following slogan, vision, mission, and value statements.

A Place to Call Home

The City of Henderson’s vision is to become America’s Premier Community.

The City of Henderson’s mission is to provide services and resources that enhance the quality of life for those who live, learn, work, and play in our City.

The City of Henderson’s values are Driven, Integrity, Collaboration, and Excellence.

Parks and Recreation Department Purpose Statement

To provide diverse and innovative recreation and cultural opportunities through premier parks, trails, facilities, and by protecting natural resources.

City of Henderson Priorities

- Community Safety
- Livable Communities
- Economic Vitality
- Quality Education
- High Performing Public Service

E. METHODOLOGY OF THIS PLANNING PROCESS

GreenPlay, along with Design Concepts and RRC Associates, worked with the staff and residents of the City of Henderson in updating the existing 2009 Parks and Recreation Master Plan. The process was inclusive of all members of the community, and the public was given many opportunities to participate through focus groups, stakeholder meetings, public meetings, an invitation survey, and an open link survey. A level of service analysis and funding analysis were also conducted. An action plan was developed to assist the City in meeting the community's needs and desires. City constituents provided input to the consultant team throughout the planning process.

The project consisted of the following tasks:

- Review and incorporation of other City of Henderson planning documents:
 - 2009 City of Henderson Parks and Recreation Master Plan
 - Henderson Strong Comprehensive Plan
 - City of Henderson Open Space and Trails Plan
 - City of Henderson Development Code
 - City of Henderson Master Bicycle and Trails Plan
 - City of Henderson's current Strategic Plan
 - Capital Improvement Plan
 - City of Henderson Redevelopment Plan (1995)
 - City of Henderson Downtown Master Plan
 - West Henderson Plan
 - Master Transportation Plan
 - Previous City of Henderson Community Survey results
 - 2015 Pricing Study
 - 2017 Pavilion Pricing Study
- Public and stakeholder engagement: A variety of methods for community participation resulted in extensive data collection for analysis. The following methods were used:
 - Focus groups
 - Stakeholder meetings
 - Community-wide public meetings
 - Statistically-valid community needs assessment survey
 - Open link survey
- Market assessment
 - Demographics and population projections
 - Trends analysis
- Program analysis
 - Reviewed recreation programs, services and facilities policies, and practices
- Operational analysis
 - SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis
 - Inventory and level of service analysis
 - Inventory of parks, facilities, and amenities
 - Analysis of walkability and bikeability
 - Analysis of access to recreational opportunities
- Funding analysis
 - Samples of alternative funding and partnership mechanisms
- Final plan with recommendations and actions
 - Goals, objectives, and an action plan for implementation
 - ◆ Operational impacts
 - ◆ Timeframe for implementation
 - Action plan for facilities improvements

Details for the major tasks are summarized in the following sections.



Barcules at Heritage Bark Park

II. THE HENDERSON COMMUNITY: NEEDS ASSESSMENT

A. DEMOGRAPHIC PROFILE

By analyzing population data, trends emerge that can inform decision making and resource allocation strategies for the provision of parks, recreation, and open space management. Key community characteristics were analyzed to identify current demographic statistics and trends that can impact the planning and provision of services in the City of Henderson, including:

- Existing and projected total population
- Age and gender distribution
- Ethnic/racial diversity
- Employment
- Housing and household information
- Educational attainment
- State and local health ranking

This demographic profile was compiled in July 2018 from a combination of sources including the City of Henderson Community Development and Services Department, Esri, the American Community Survey, and the 2010 U.S. Census. A summary of demographic highlights is noted in **Table 1**, followed by a more detailed demographic analysis.

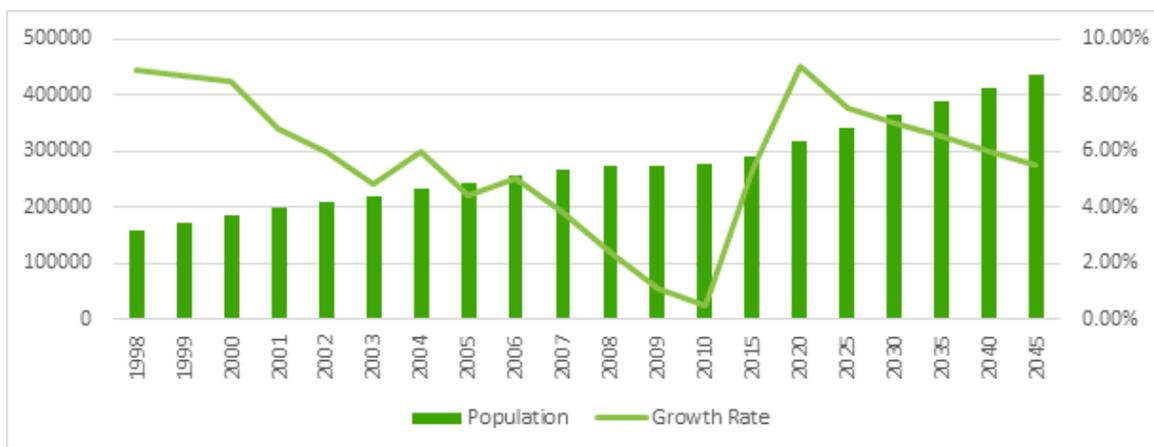
Table 1: Henderson Demographic Profile

Population	314,414
Median Age	41.6
Housing Units	128,663
Median Household Income	\$64,277

Figure 1 contains actual population figures based on the City of Henderson Community Development and Services Department as of July 2017. It is estimated that starting in 2020, the annual growth rate will decrease from 9 percent to 5.5 percent by 2045. By then, it is predicted that the population will increase to over 430,000.

City of Henderson Demographic Trends

Figure 1: City of Henderson Population Growth Trend

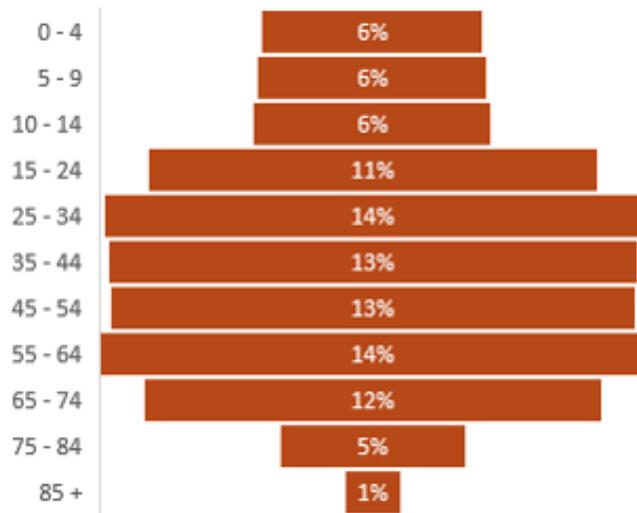


Source: City of Henderson Community Development and Services Department, July 2017

Population Age Distribution

The existing and projected population of different age groups, or cohorts, within Henderson is illustrated in the following series of figures. As demonstrated in **Figure 2**, there are many changes within the population age distribution from 2010 to 2022 which will impact the recreation needs of the community.

Figure 2: 2017 Estimated Population by Age Cohort



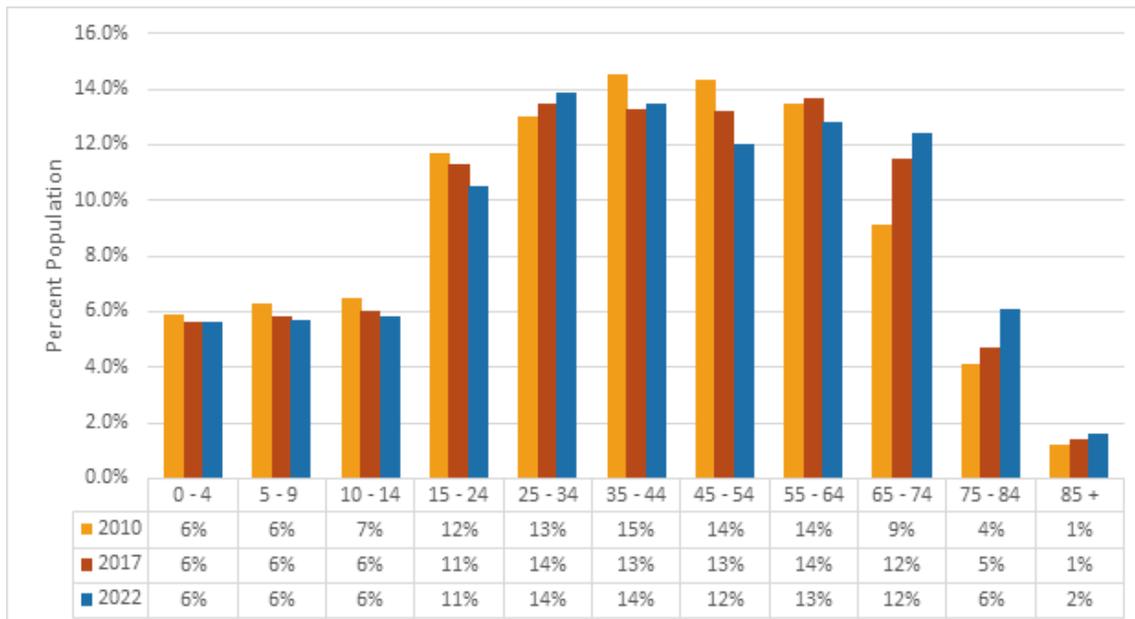
Source: U.S. Census Bureau and Esri Business Analyst

In 2017, the age group of 55 to 64 made up 14 percent of the population.

The age cohort that will change the most between 2010 and 2022 are those between the ages of 65 to 74. In 2010, they made up only 9 percent of the population; in 2022, this group is predicted to make up 12 percent.

Between 2010 and 2022, age groups will change slightly, with those in between the ages of 25 to 34 and 35 to 44 being the largest age cohorts in 2022 (at 14 percent respectively).

Figure 3: Population Age Distribution, 2010 to 2022



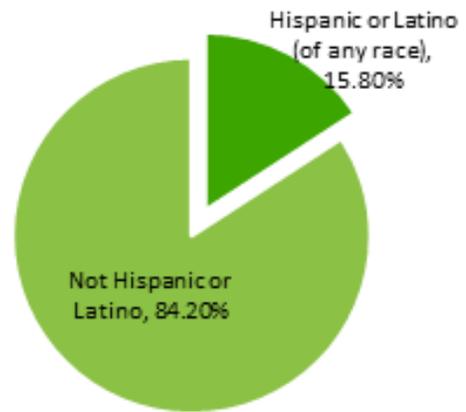
Source: Esri Business Analyst

Race/Ethnicity

Prior to reviewing demographic data pertaining to a population’s racial and ethnic character, it is important to note how the U.S. Census classifies and counts individuals who identify as Hispanic. The Census notes that Hispanic origin can be viewed as the heritage, nationality, lineage, or country of birth of the person or the person’s parents or ancestors before arrival in the United States. In the U.S. Census, people who identify as Hispanic, Latino, or Spanish may be any race and are included in all of the race categories.

Figure 4 reflects the Hispanic or Latino population, which is approximately 15.80 percent of Henderson’s population. **Figure 5** reflects the approximate racial/ethnic population distribution for the City of Henderson based on the 2010 U.S. Census, and the Esri 2017 estimates and 2022 projections.

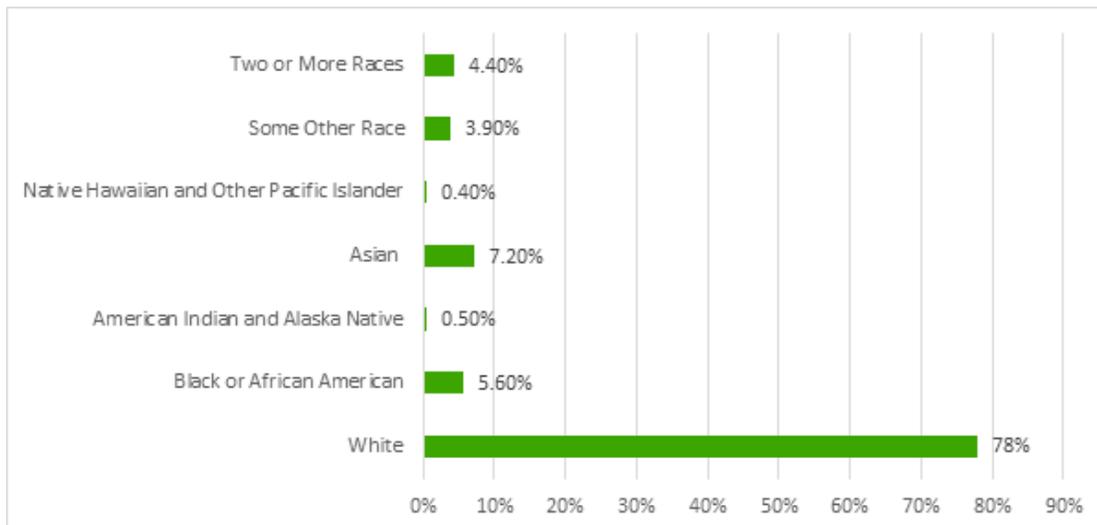
Figure 4: Hispanic or Latino Distribution



Source: City of Henderson Community Development and Services Department July 2017

As of 2017, the City of Henderson population is primarily white (78 percent). The Asian population reached over seven percent, and the African-American or black population reached over five percent. As predicted, with regard to the United States and the State of Nevada, the population will become more diverse over time.

Figure 5: City of Henderson Racial and Ethnic Character 2017



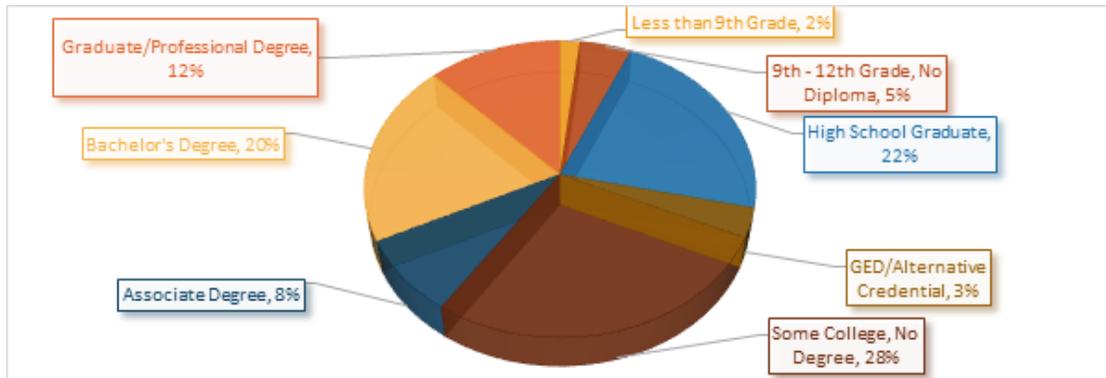
Source: City of Henderson Community Development and Services Department, July 2017

Educational Attainment

According to a Census study, education levels had more effect on earnings over a 40-year span in the workforce than any other demographic factor, such as gender, race, and ethnic origin. As illustrated in **Figure 6**, roughly 94 percent of City residents had attained a high school level education or higher.

The educational attainment for Henderson residents over the age of 25 was measured. In 2017, 12 percent of residents held a graduate or professional level degree. The most common educational attainment was some college, no degree (28 percent).

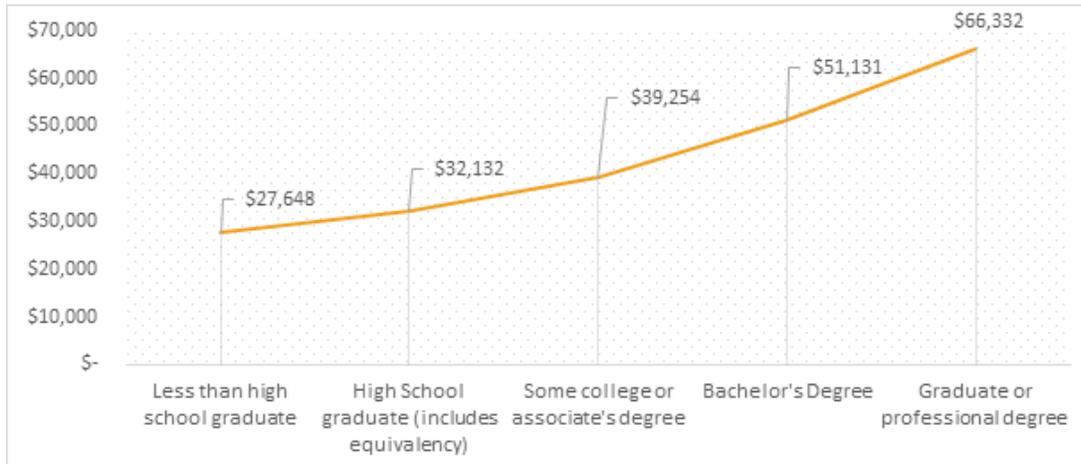
Figure 6: 2017 Educational Attainment of City of Henderson Adults (ages 25+)



Source: Esri Business Analyst

As **Figure 7** shows, the Census Bureau’s 2016 American Community Survey reported that City of Henderson residents (age 25+) with a graduate or professional degree (\$66,332) earned more than double that of those without a high school degree (\$27,648).

Figure 7: 2016 Educational Attainment of Adults (ages 25+)



Source: American Community Survey, Median Earnings by Education, 2016

Household Information

As seen in **Table 2**, the majority of household units are single family units. The vacancy rate for homeowners is 2.8 percent, while the rental vacancy rate is 6.0 percent.

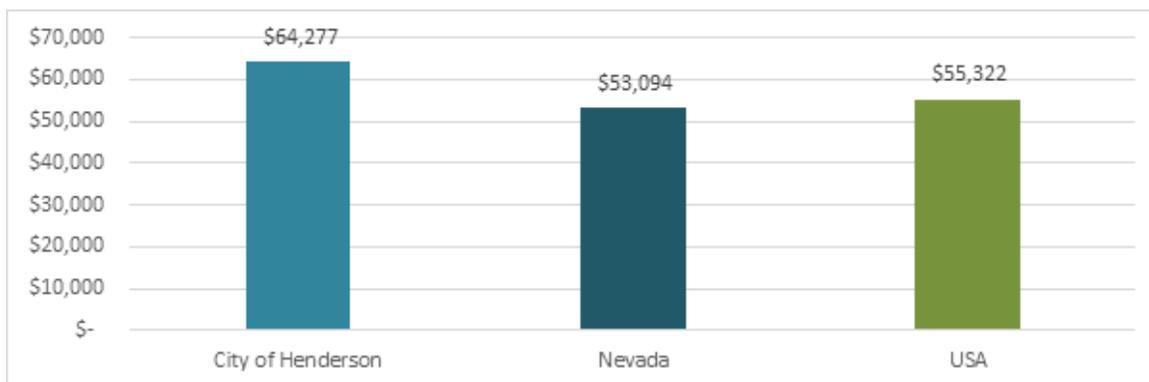
Table 2: Henderson Housing Profile

Type of Unit	Total Units
Single Family	88,557
Mobile Homes	1,380
Multi-Plexes	476
Apt. Units	22,273
Townhomes	7,514
Condos	8,363
Total Units	128,563

Source: City of Henderson Community Development and Services Department, July 2018

The most current data from the City of Henderson Community Development and Services Department illustrates in **Figure 8** that the median household income in the City of Henderson was higher than that of the Nevada and the United States.

Figure 8: Median Household Income



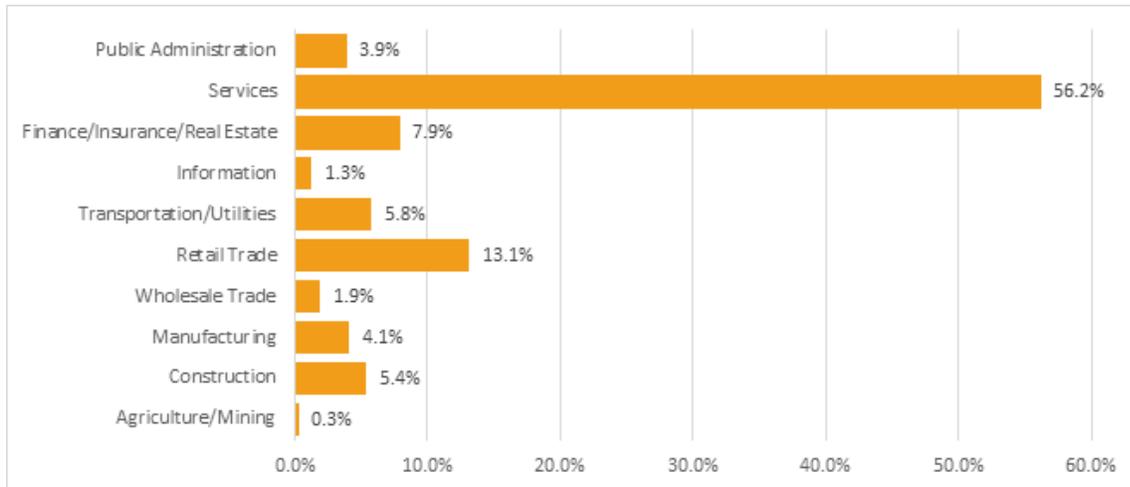
Source: City of Henderson Community Development and Services Department, July 2018

Employment

The majority of working residents (age 16+) in Henderson were employed in jobs in the service industry (56.2 percent) as illustrated in **Figure 9**. It is estimated that retail trade employed over 13 percent of residents, while finance/insurance/real estate also employed about eight percent of residents.

According to the American Community Survey, the employed population in Henderson (those ages 16+) was estimated to be 129,802 in 2016. The unemployment rate reached 5.4 percent in the City in 2016.

Figure 9: Employment by Industry in City of Henderson (2017)



Source: Esri Business Analyst

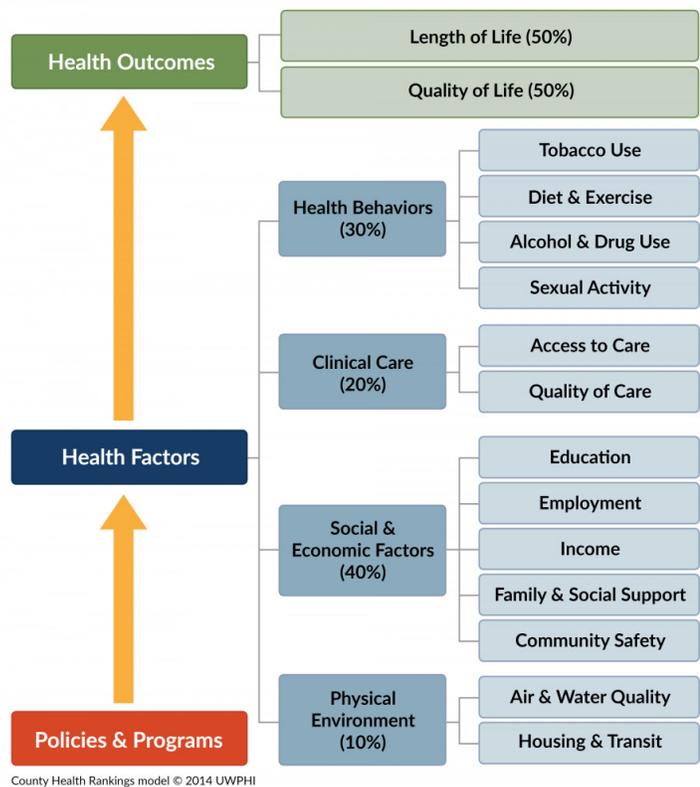
**Health Ranking
County Health Ranking**

Robert Wood Johnson Foundation’s “County Health Rankings and Roadmaps” provide annual insight on the general health of national, state, and county populations. The 2017 rankings model shown in **Figure 10** highlights the topic areas reviewed by the Foundation.

Out of the 16 Nevada counties reviewed, Clark was ranked as 10th for overall health outcomes, and 12th for health factors.

The health ranking for Clark County gauged the public health of the population based on “how long people live and how healthy people feel while alive,” coupled with ranking factors including healthy behaviors, clinical care, social and economic, and the physical environment.

Figure 10: County Health Ranking Model



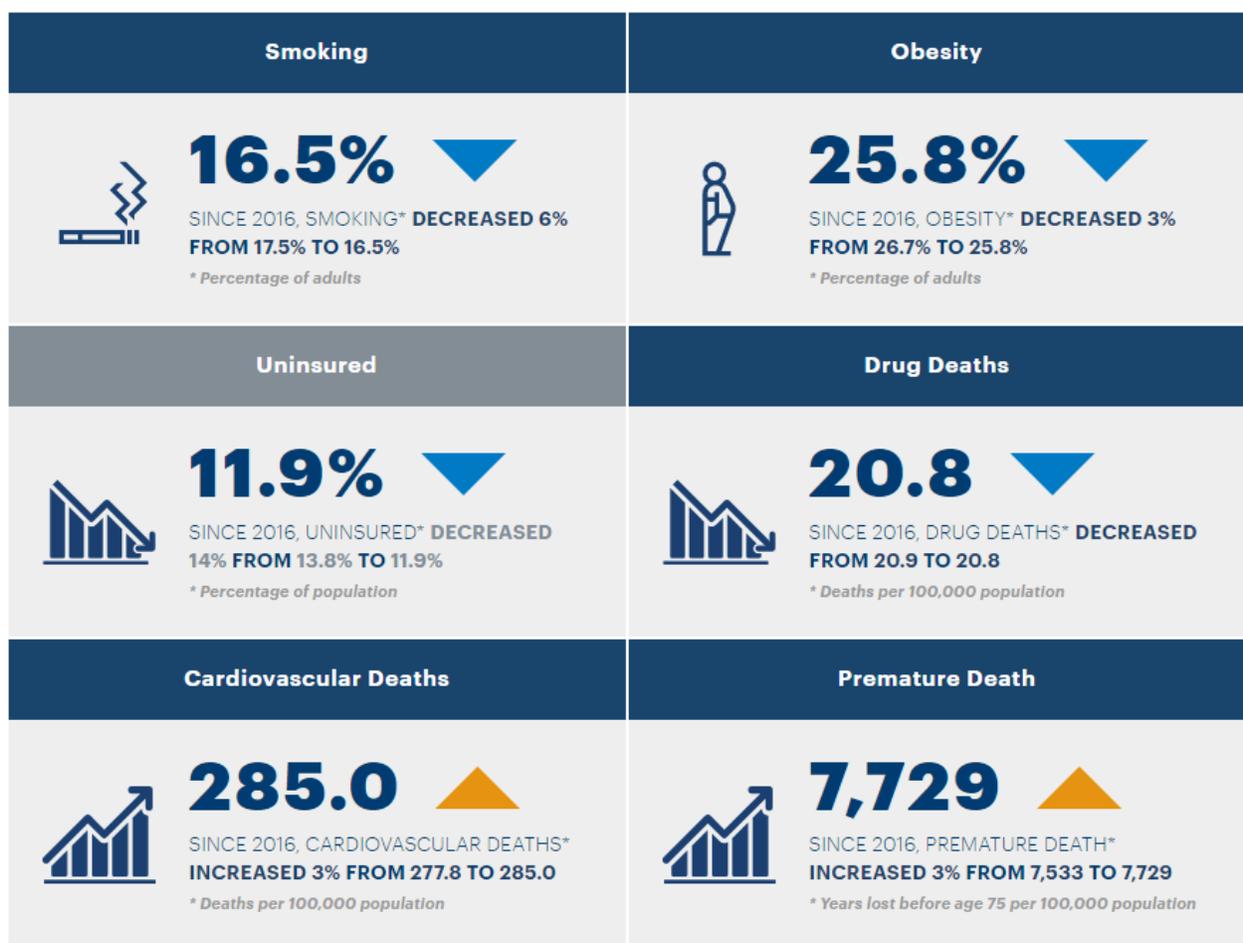
Source: Robert Wood Johnson Foundation

State Health Ranking

In 2017, the United Health Foundation’s “America’s Health Rankings Annual Report” ranked Nevada as the 37th healthiest state nationally. The health rankings consider and weigh social and environmental factors that tend to directly impact the overall health of state populations. As illustrated in **Figure 11**:

<p>Nevada public health ranking strengths include:</p> <ul style="list-style-type: none"> • Low percentage of children in poverty • Low prevalence of obesity • Low incidence of salmonella 	<p>Challenges to Nevada’s health include:</p> <ul style="list-style-type: none"> • High violent crime rate • High percentage of uninsured population • Lower number of primary care physicians
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Figure 11: 2017 Nevada Health Ranking Highlights



Source: United Health Foundation’s America’s Health Rankings Annual Report 2017

B. PARK AND RECREATION INFLUENCING TRENDS

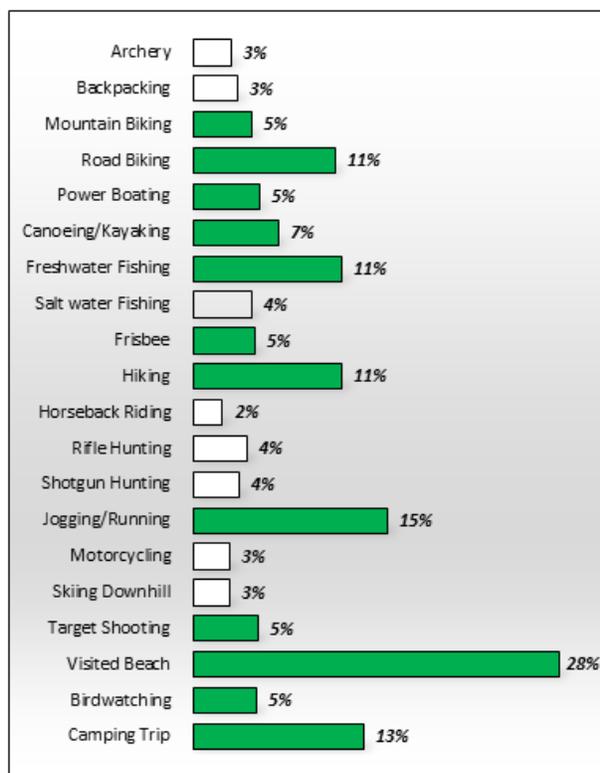
The pace of change today requires analyzing recreation trends from both a local and national level. Understanding the participation levels of the City of Henderson residents using data from the U.S. Census Bureau, combined with research of relevant national recreation trends, provides critical insights that help to plan for the future. Learning from these new shifts in participation in outdoor recreation, sports, and cultural programs, is an essential component of parks and recreation master planning.

City of Henderson Household Participation in Outdoor Activities

According to the 2018 Sports, Fitness, and Leisure Activities Topline Participation Report published by the Sports and Fitness Industry Association (SFIA), outdoor recreation is an activity group that is continuing to capture the interest and attention of new audiences.

Figure 12 demonstrates the participation in outdoor activities in the City of Henderson households according to data from the U.S. Census Bureau. Activities with five percent or more participation are highlighted in green.

Figure 12: City of Henderson Outdoor Recreation Participation



Source: U.S. Census, Esri Business Analyst



Stroll-N-Roll along Paseo Verde Parkway

In 2015, the City received silver-level award from the League of American Bicyclists for being a bicycle-friendly community.

Mountain and road biking were both popular activities in 2017 (5 and 11 percent respectively). This participation aligns with findings from the SFIA report, which found that bicycling was the number one sport of interest nationwide from non-participants for those between the ages of 55 and 64. Nationally, in the last five years, mountain biking has seen a 6.2 percent annual average increase of participation. Road biking, while averaging only a 1.3 percent increase in the last five years, saw a 5 percent increase from 2016 to 2017.

Visiting the beach was the number one outdoor recreation activity in Henderson with over 28 percent household participation (Henderson does not have public beaches in its inventory). Knowing that residents like to visit the beach may be indication of the community’s needs for aquatic related programs. **Table 3** shows the water sports with the highest and the lowest average annual growth nationwide from 2012 to 2017. Stand up paddle boarding (SUP) has seen 20 percent annual growth on average in the last five years. According to the 2018 SFIA, Millennials are more likely than other generations to engage in water sports.

Table 3: Average Annual Growth in Water Sports

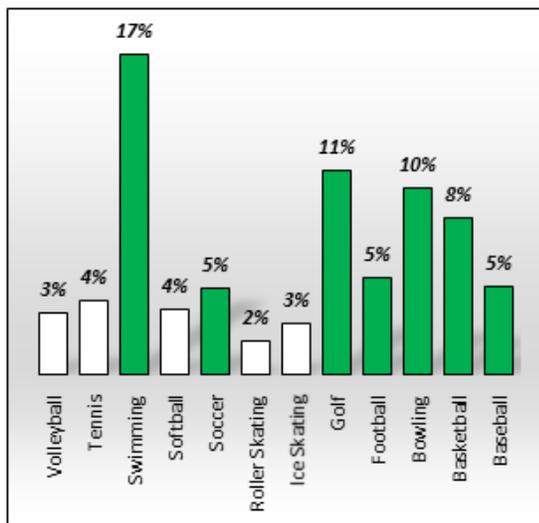
Water Sport	5 Year Avg. Annual Growth
Stand Up Paddle Boarding	↑ 20.2 percent
Kayaking (whitewater)	↑ 6.0 percent
Recreational Kayaking	↑ 5.2 percent
Rafting	↓ -1.4 percent
Water Skiing	↓ -8.8 percent
Jet Skiing	↓ -5.0 percent

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017

City of Henderson Household Participation in Team Sports

Figure 13 below demonstrates the household participation of individual and team sports in the City. Swimming, golf, bowling, and basketball were the team sports with the most frequent participation in Henderson households.

Figure 13: City of Henderson Team Sport Participation



Source: U.S. Census, Esri Business Analyst

Hockey, rugby, and lacrosse have all experienced an increase of participation nationwide (**Table 4**). Although roller skating and ice skating have declined in participation, field hockey and ice hockey have both seen growth. Field hockey grew 15.9 percent from 2016 to 2017. Ice hockey has grown 2.8 percent on average annually for the last five years. Ultimate frisbee, touch football, and fast pitch softball have seen a significant decline in the last five years.

Table 4: Average Annual Growth in Team Sports

Water Sport	5 Year Avg. Annual Growth
Rugby	↑ 16.5 percent
Baseball	↑ 10.4 percent
Swimming on a Team	↑ 10.1 percent
Fast Pitch Softball	↓ -2.7 percent
Touch Football	↓ -3.5 percent
Ultimate Frisbee	↓ -8.7 percent

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017



Henderson Multigenerational Center

Nationwide Fitness Activity Trends

According to the Sports and Fitness Industry Association, high intensity interval training (HIIT) and cross-training style workouts, or CrossFit, are two of the top trending aerobic activities. CrossFit combines elements of gymnastics, weightlifting, running, rowing, and other sports to create a varied fitness regime.

With regard to individual sports, off-road triathlons have seen almost 17 percent average annual growth for the last five years. These races, such as XTERRAs, consist of a competitive combination of swimming, mountain biking, and trail running. Pickleball, a paddle sport mixing badminton, tennis, and table tennis, is still trending, gaining an average 8 percent growth each year. Growing slightly faster is cardio tennis at 9.1 percent. Cardio tennis is a fitness program that focuses on combining a full body workout with elements of tennis.

Table 5: Nationwide Fitness Activity Trends

Aerobic Activity	5 Year Avg. Annual Growth
High Intensity Interval Training (HIIT)	↑ 9.3 percent
Cross Training Style Workouts	↑ 6.6 percent
Rowing Machine	↑ 5.8 percent
Stair-Climbing Machine	↑ 5.6 percent
Aquatic Exercise	↑ 5.0 percent
Tai Chi	↑ 5.0 percent
Strength Activity	5 Year Avg. Annual Growth
Kettlebells	↑ 7.0 percent
Individual Sports	5 Year Avg. Annual Growth
Triathlon (Off Road)	↑ 17.1 percent
Martial Arts	↑ 11.2 percent
MMA for Fitness	↑ 11.1 percent
Trail Running	↑ 9.6 percent
Boxing for Competition	↑ 9.5 percent
Adventure Racing	↑ 7.3 percent
Boxing for Fitness	↑ 6.2 percent
Racket Sports	5 Year Avg. Annual Growth
Cardio Tennis	↑ 9.3 percent
Pickleball	↑ 8.5 percent

Source: 2018 Sports, Fitness, and Leisure Activities Topline Participation Report, 2012 - 2017

Engaging non-participants is one of the challenges of parks and recreation agencies. According to the 2018 SFIA report, income has been seen to impact activity rates; those households making under \$50,000 are significantly less active than those making more. Data shows that having someone to join first time users will increase participation more than any other reason.

Local and State-wide Recreational Expenditures

According to the U.S. Census Bureau, City of Henderson residents spent on average \$979 a year on recreational expenditures, totaling \$110,058,712 million in 2017. This included membership fees for social, recreation, and community clubs, fees for recreation lessons, camping fees, and recreation equipment purchases, and other related recreation expenses.

Figure 14: City of Henderson Recreational Expenditures



According to the “Outdoor Industry Economy Report,” in Nevada alone, annual consumer spending in outdoor recreation is \$92 billion, supporting 691,000 direct jobs. About 56 percent of Nevada residents participate in outdoor recreation each year.

Figure 15: State of Nevada Outdoor Recreation



Source: Outdoor Industry, 2016 Outdoor Recreation Economy Report

Generational Changes

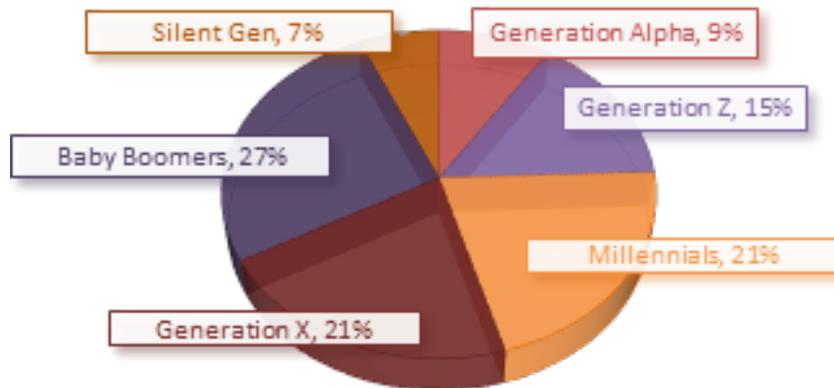
Activity participation varies based on age, but it also varies based on generational preferences. With regard to generational activity, according to the SFIA report, Millennials had the highest percentage of those who were “active to a healthy level,” but 25 percent of Millennials also remained sedentary. Nearly 28 percent of Generation X were inactive, with Baby Boomers at 33 percent inactive. Baby Boomers prefer low impact fitness activities such as swimming, cycling aquatic exercise, and walking for fitness.

Figure 16 demonstrates the breakdown of generations in the City of Henderson. Baby Boomers make up the largest generational group, at 27 percent, followed by Millennials and Generation X (at 21 percent respectively). The Silent Generation is by far the smallest generational group, making up only 7 percent of the population.

Generation Alpha	~ Born 2010 - ?
Generation Z	~ Born 1997 - 2010
Millennials	Born 1981 - 1996
Generation X	Born 1965 - 1980
Baby Boomers	Born 1946 - 1964
Silent Generation	Born 1928 - 1945

Source: Pew Research Center

Figure 16: City of Henderson Generational Breakdown



Source: U.S. Census, Esri Business Analyst

C. COMPARATIVE ANALYSIS

The City of Henderson Master Plan Update includes a benchmarking report to provide operational comparisons with surrounding communities the City identified as having similar parks and recreation systems to those of Henderson. Those communities included:

- Clark County, NV
- Plano, TX
- Las Vegas, NV
- Scottsdale, AZ
- Virginia Beach, VA

Comparative Analysis

Comparative analysis (benchmarking) is an important tool that allows for comparison of certain attributes of the Department's management practices and fee structure. This process creates a deeper understanding of alternative providers, an agency's place in the market, and varying fee methodologies, which may be used to enhance and improve the service delivery of parks and recreation.

It is very difficult to find exact comparable communities, because each has its own unique identity, ways of conducting business, and differences in the populations that it serves. The political, social, economic, and physical characteristics of each community make the policies and practices of each parks and recreation agency unique. It is important to keep in mind that while many park and recreation agencies primarily serve residents, others serve a large portion of non-residents, while others still cater to the tourism market.

Additionally, organizations do not typically define the expenditures of parks, trails, facilities, and maintenance the same way. Agencies also vary in terms of how they organize their budget information, and it may be difficult to assess whether or not the past year's expenses are typical for the community.

Results of the Comparative Analysis

The comparative analysis identified various operational, financial, and facility-related data with details of each in order to achieve the most "apples to apples" comparison possible. Although every agency operates and manages its assets differently, it is still worthwhile to quantitatively compare information to help justify future decisions. The following list of data was requested from similar agencies:

- Population
- Total Number of Parks
- Total Acres of Park Land
- Developed Acres of Park Land
- Undeveloped Acres of Park Land
- Number of Full-Time Equivalency Positions (FTE)
- Total Annual Expense Budget
- Total Annual Revenue
- Annual Capital Improvement Plan (CIP) Budget
- List of Funding Sources
- Number of Indoor Recreational Centers
- Total Number of Rectangular Game Ball Fields
- Total Number of Diamond Game Ball Fields
- Number of Outdoor Basketball Courts
- Number of Outdoor Tennis/Pickleball Courts
- Total Number of Dog Parks
- Total Number of Playgrounds
- Total Number of Outdoor Pools/Aquatic Centers
- Total Number of Indoor Pools/Aquatic Centers
- Total Number of Splashpads/Spraygrounds
- Total Number of Municipal Golf Courses/Holes
- Total Number of Miles of Multipurpose Hard Surface Trail

Following is a series of figures that represent the responses from the parks and recreation agencies. When additional information was provided by the agencies, notes were included to help clarify the results.

Figure 17 shows that Henderson’s population was in the middle of the range of populations compared with the other communities. Henderson’s population is most similar to Plano, Texas.

Figure 17: Population Comparison

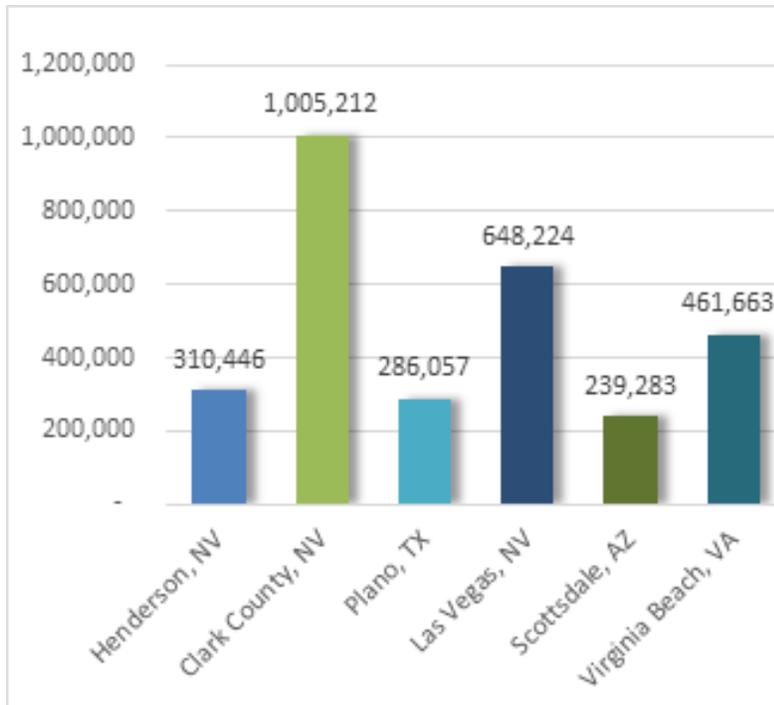


Figure 18 shows that the number of parks Henderson maintains and operates compares more closely with Las Vegas, Nevada.

Figure 18: Total Number of Parks

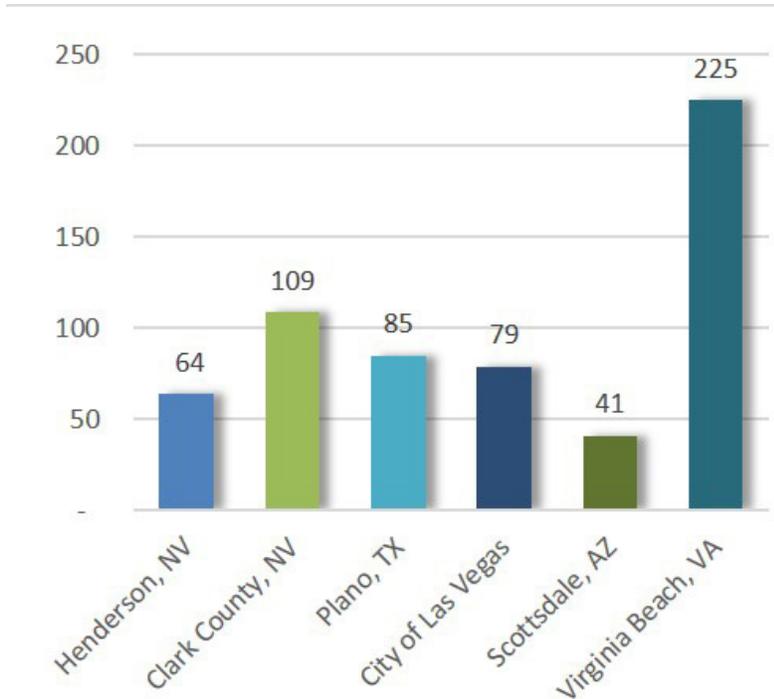


Figure 19 shows that Henderson’s population vs. number of parks compares most favorably with Scottsdale, Arizona. **Table 6** shows that Henderson compares most closely with Las Vegas, Nevada.

Figure 19: Population vs. Number of Parks

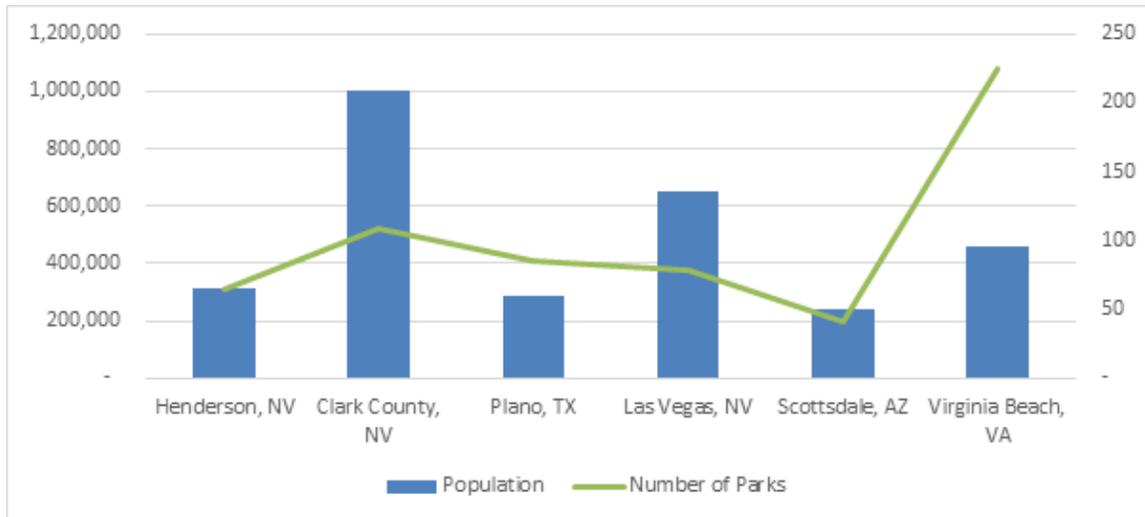


Table 6: Total Acres (Developed and Undeveloped)

Variable	Henderson, NV	Clark County, NV	Plano, TX	Las Vegas, NV	Scottsdale, AZ	Virginia Beach, VA
Total Acres of Park Land	1,816	13,205*	4,371	1,749	1,010	7,495
Developed Park Acres	1,306	2,126	1,745	1,401	975	3,685
Acres per 1,000 People	5.8	13	15	2.7	4.2	15
Undeveloped Park Acres	510	13,205	2,626	348	35	3,810

**(7,813 of these acres are designated open space) or 5,392 acres not counting open space*

Figure 20 shows that Henderson compares most closely with Las Vegas, Nevada.

Figure 20: Park Land (Developed and Undeveloped)

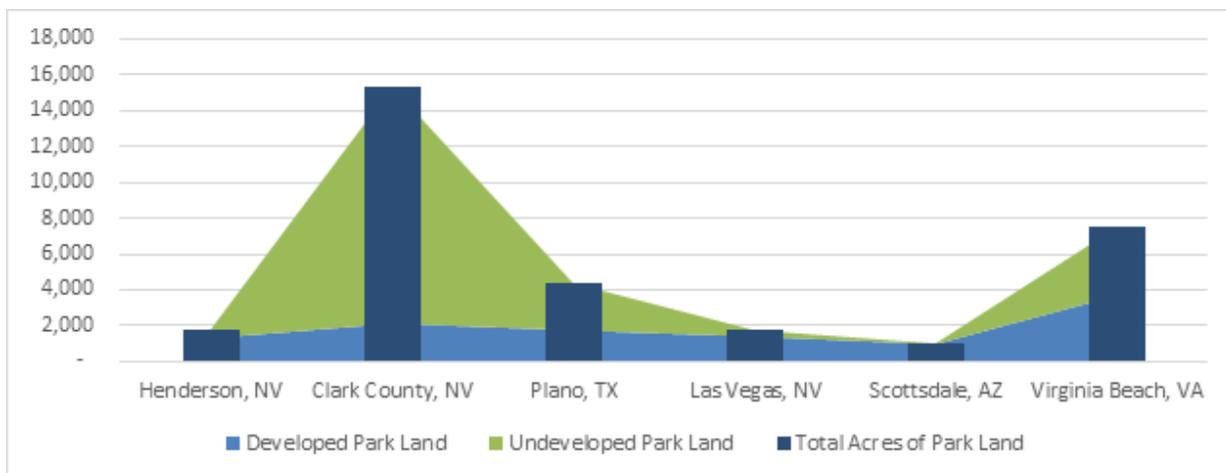


Table 7 shows that Henderson compares most closely to Virginia Beach, Virginia, and Clark County, Nevada.

Table 7: Number of Full-Time Equivalency (FTE)

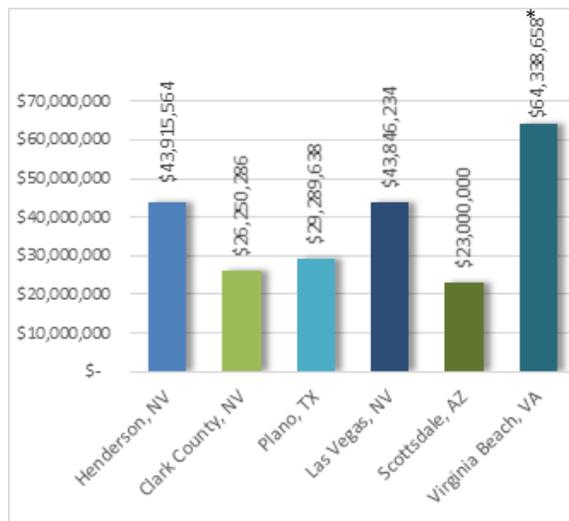
Variable	Henderson, NV	Clark County, NV	Plano, TX	Las Vegas, NV	Scottsdale, AZ	Virginia Beach, VA
Number of Full Time Equivalency (FTE)*	FT - 187 FTE PT - 325 FTE	443	222 Regular 239 seasonal	229 Full-time 334 hourly 140 seasonal	125 FT 400 PT (varies by season)	461

*Total FY18 budgeted positions for parks and recreation positions.

Note: FT = full time position PT = part time position

Figure 21 shows that Henderson has the second largest expense budget and compares most closely to Las Vegas, Nevada, and **Figure 22** shows that Henderson has the fourth highest revenue and compares most closely to Plano, Texas.

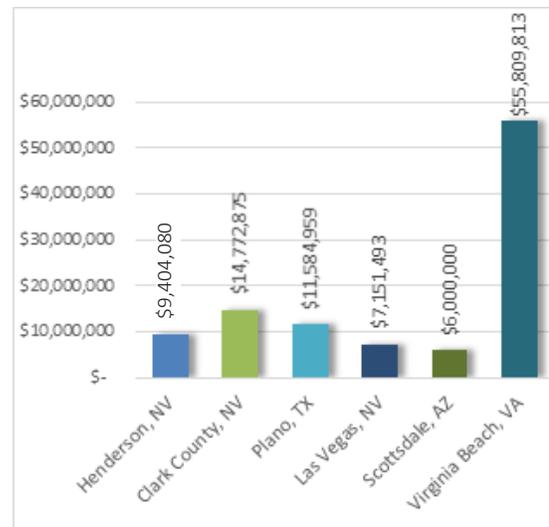
Figure 21: Total Annual Expense Budget
Total FY18 budgeted funds for parks and recreation operations



*Clark County Expense Budget: General Fund: \$10,970,645; Rec. Activity Fund: \$12,331,85 Shooting Complex: \$2,448,614; Donation Account: \$499,172); Clark County Revenue: Rec. Activity Fund: \$12,301,031, Shooting Complex: \$2,471,844

Clark County and Las Vegas do not include park maintenance.

Figure 22: Total Annual Revenue
Total FY18 revenue from parks and recreation generated fees



*The Virginia Beach Recreation Department also provides landscape services to all city buildings/facilities, numerous roadways and all city public schools (82) and school athletic fields. Costs for those services included in budget and staffing positions. Included in revenue is \$19M in dedicated real estate taxes which is deemed "revenue."

Table 8 shows that Henderson has the lowest *Capital Improvement Plan (CIP)* Budget and compares most closely to Virginia Beach, Virginia.

Table 8: Annual CIP Budget with Funding Sources

Variable	Henderson, NV	Clark County, NV	Plano, TX	Las Vegas, NV	Scottsdale, AZ	Virginia Beach, VA
Annual Capital Improvement Plan (CIP) Budget FY2019 CIP Plan Total	\$8,797,478 (Parks and Recreation FY2019)	Currently Funded (not annual): County Capital: \$107,634,712 P&R Improvement: \$8,442,042 SNLPMA: \$10,409,232 CDBG: \$11,242,817 RCT:\$47,014,446 Upcoming Bond Commitment: \$150,000,000	\$30,350,000	\$11,955,562	City CIP \$13,000,000-PR-\$3,000,000	\$9,885,033
Please list all of your Funding Sources	General Fund, Residential Construction Tax, Special Recreation Fund and Grants/ sponsorships utilized for operations Southern Nevada Public Land Management Act	General Fund, Dept. Funding, Southern Nevada Public Land Management Act (SNPLMA), CDBG, Residential Construction Tax (RCT)	Local city sales and property tax; user fees; bonds; grants	General Fund, Special Revenue Fund, CDBG, SNPLMA, Residential Construction Tax	General Fund, Special Revenue, Sponsorships, Grants	General Fund, Special Revenue Fund (Fees & Charges), Real Estate Taxes Referendum), Open Space Fund, State Funds, Grants/ Sponsorships, Proffers

Figure 23 shows that Henderson compares most closely to Las Vegas, Nevada, with regard to annual expenses vs. revenue. Henderson compares most closely to Scottsdale, Arizona, with its number of recreation centers (**Figure 24**), and its number of outdoor basketball courts compares most closely with Scottsdale, Arizona (**Figure 25**), while the number of playgrounds is most similar to Plano, Texas (**Figure 26**).

Figure 23: Annual Expense vs. Revenue

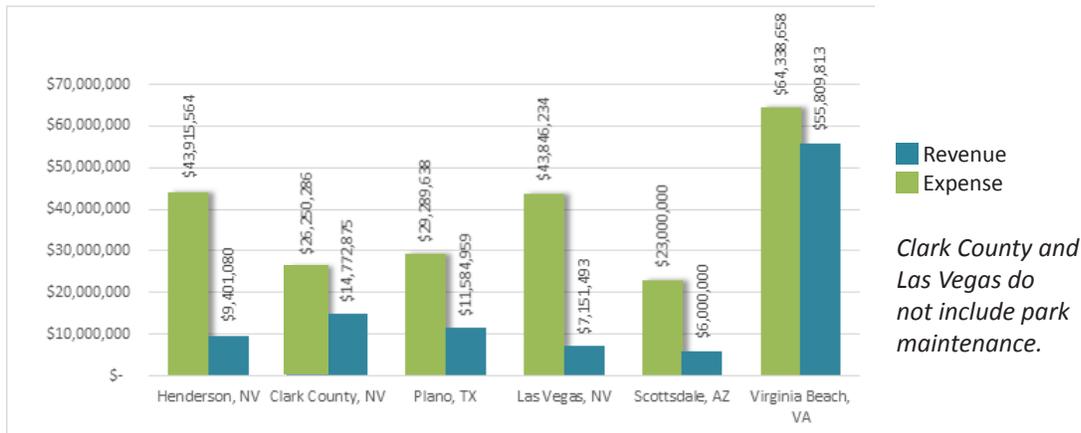


Figure 24: Number of Recreation Centers

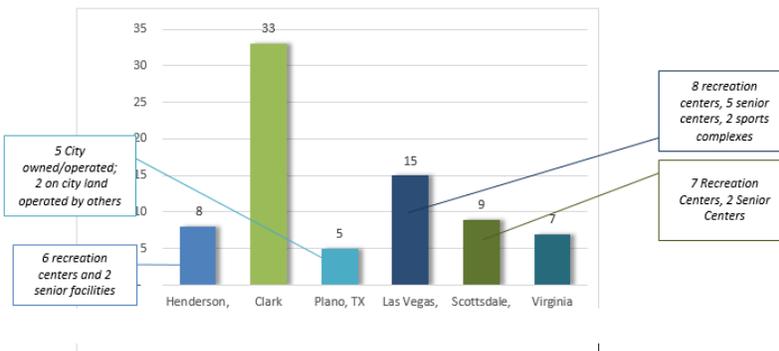


Figure 25: Number of Outdoor Basketball Courts

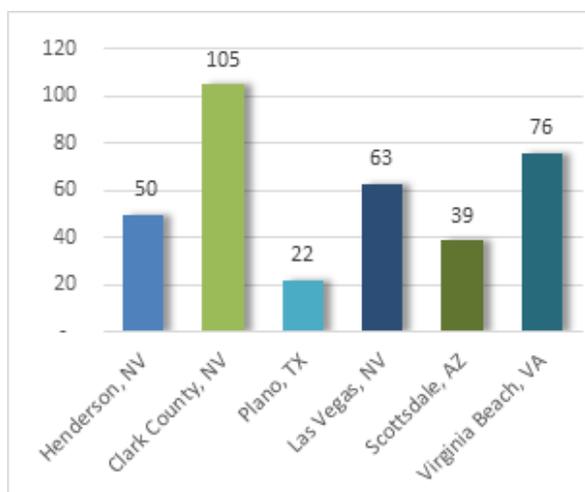


Figure 26: Number of Playgrounds

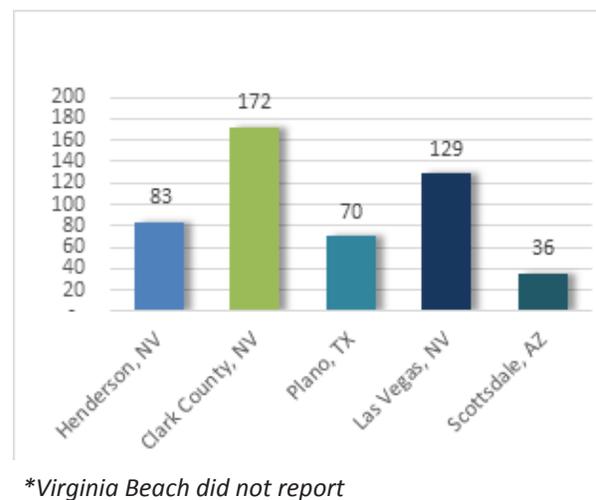


Figure 27 shows that the number of dog parks in Henderson is most comparable with Clark County, Nevada. The City's number of outdoor tennis and pickleball courts (**Figure 28**) is also most closely compared to Clark County. With regard to the number of rectangular ball fields and diamond ball fields combined, Henderson is most closely compared to Las Vegas, as shown in **Figure 29**. Henderson most closely compares with Las Vegas in its number of aquatic facilities. Henderson compares most closely with Clark County regarding golf courses, shown in **Figure 30** and **Figure 31**. As demonstrated in **Figure 32**, Henderson has a higher number of hard surface trails than four of the five agencies compared.

Figure 27: Number of Dog Parks

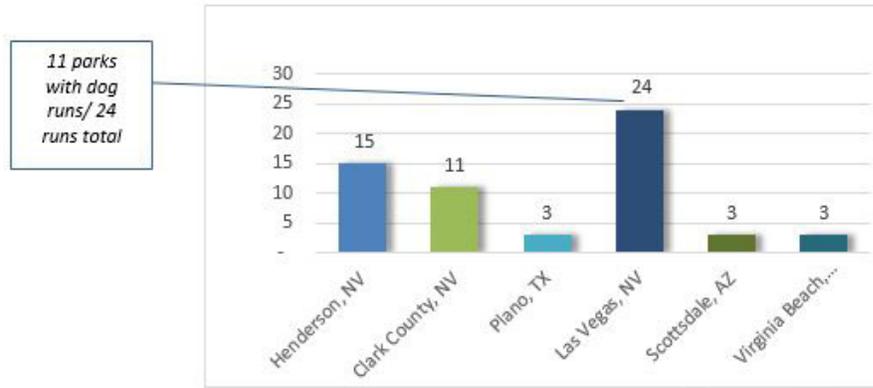


Figure 28: Number of Outdoor Tennis and Pickleball Courts (Combined)

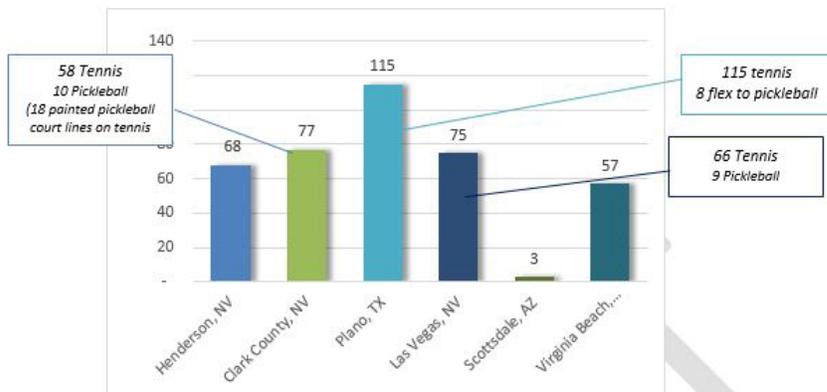


Figure 29: Number of Diamond and Rectangle Ball Fields (Combined)

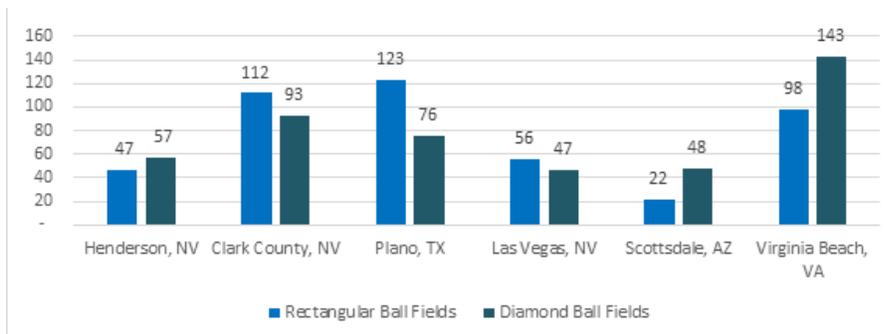


Figure 30: Number of Aquatic Facilities

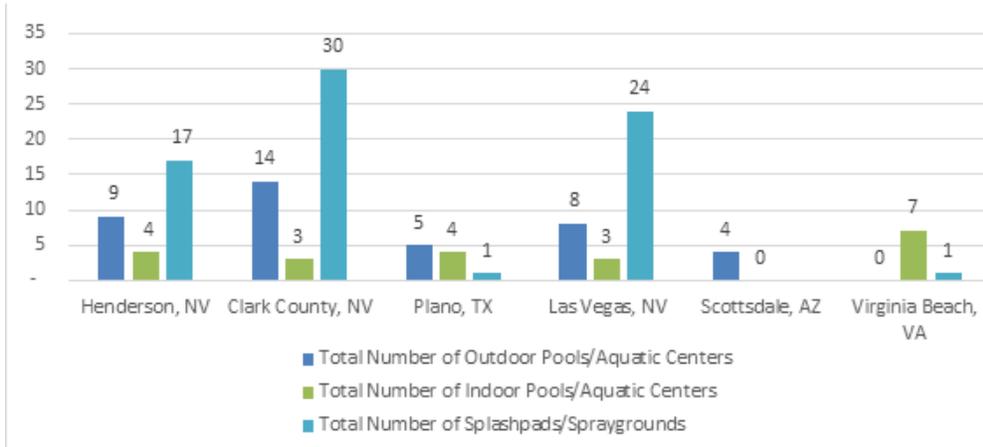
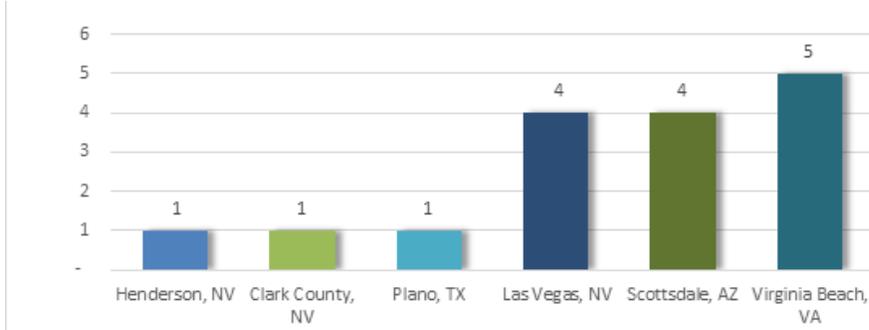
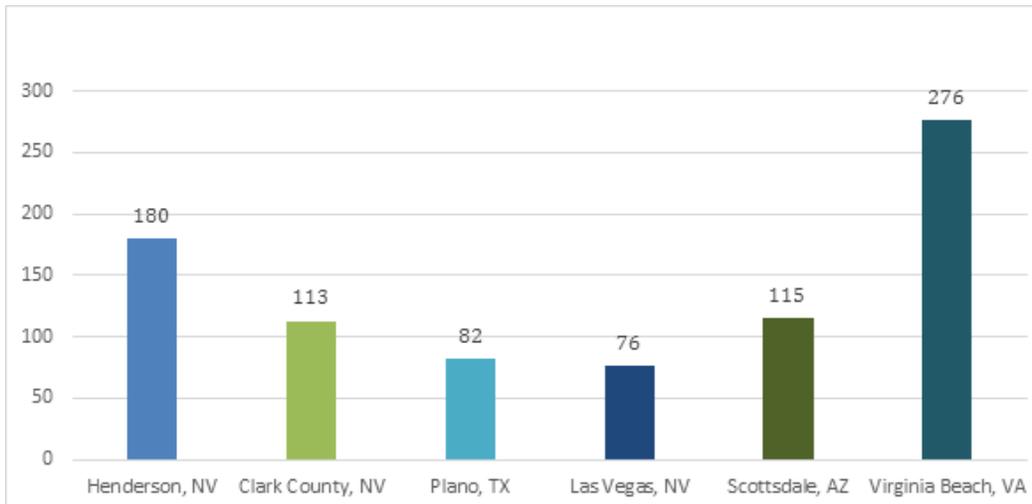


Figure 31: Number of Golf Courses



Note: Henderson's golf course is contracted.

Figure 32: Total Number of Miles of Multipurpose Hard Surface Trails



The overall benchmarking analysis contained in the previous graphic showed that the City of Henderson compared with each of the communities benchmarked depending on the metric being considered. Henderson compared most closely with Las Vegas, Nevada (nine metrics), Plano, Texas (three metrics), Clark County, Nevada (three metrics), Scottsdale, Arizona (two metrics), and Virginia Beach, Virginia (two metrics).

D. COMMUNITY AND STAKEHOLDER INPUT

During the week of March 5, 2018, the consultant team met with staff and the community in a series of meetings. The goal of these sessions was to gather ideas and information that would help guide the planning process and development of the community survey questions. Over the course of four days, GreenPlay interviewed over 80 staff members from a variety of departments within the City of Henderson. Focus groups were also hosted with representatives of the Southern Nevada Soccer Association, Green Valley Little League, and the Southern Nevada Lacrosse Association. Intercept interviews with pre-school parents at the Valley View Recreation Center were also completed by the project team. Additionally, two evening public meetings were hosted during this week, the first at City Hall with the Parks and Recreation Board on March 7th, and second open forum at the Multigenerational Center on March 8th. Over 40 residents participated in the March 8th public meeting. Over 120 staff and members of the community provided the team feedback during this information gathering effort.

A summary of responses follows. Responses are not prioritized, but recurring responses/themes are denoted by an asterisk. It should be noted some participants chose not to respond during the sessions.

- 1) What are the strengths of the City related to parks, trails, facilities, and public recreation opportunities that should continue over the next several years?
 - Clean, Safe, and Green Parks*
 - Consistency of maintenance and cleanliness in parks “outstanding”*
 - Strong sense of ownership by park maintenance and front line staff*
 - Many residents have access to parks within 1 mile of their homes; Dedicated to ½ mile goal walking distance
 - High quality parks, facilities and trails*
 - Two-time National Gold Medal Award for Excellence in Park and Recreation
 - Multiple Silver and Gold LEED certified buildings/facilities
 - Superb facilities such as Multigenerational Center*
 - Great network of trails with growing connectivity*
 - City encourages residential and commercial development which spurs economic growth
 - Variety of unique recreation programs*
 - Strong community support*
 - Incredibly high expectations from public and staff*
 - Wonderful place to raise a family or retire*
 - Pride from residents and staff – “Henderson Strong” and “We are Henderson” *
- 2) Conversely, what are the weaknesses that need addressing through the Master Plan update?
 - Concern for safety in parks (lighting, police presence, more activities)*
 - Lack of cultural and arts facilities/programs by the City, little public art in the parks
 - Maintenance of parks has become more reactionary*
 - Program registration system and payment collection for classes is not intuitive*
 - Rising cost of programs for users, facility use fees
 - Website needs additional information and capabilities

- 3) What recreational programs or activities would you like to see the City offer that are currently not available?
- Additional roller hockey and/or ice hockey/skating programs*
 - BMX bike offerings
 - Cultural and ethnic programming
 - Drone competitions
 - Fun runs, ninja warrior runs, or similar races*
 - New water sports
 - Pickleball (additional classes)
 - Ping pong
 - Programs for middle schoolers (running clubs, recreational swimming)*
 - Running specific
- 4) Are there any improvements needed at existing parks, trails, facilities, or recreation sites owned or operated by the City? Please identify the location and specifics of any improvements needed.
- Access to dog parks to facilitate canine sporting events (agility, flyball, frisbee, barn hunting, dock diving, etc.)*
 - Accessible playgrounds for children of all abilities
 - Additional parks and facilities in West Henderson*
 - Additional volunteers to help maintain the parks and facilities (expand Trail Watch)*
 - Continue to develop connectivity between trails and parks*
 - Continued high-level of maintenance of current park facilities, planned agreements to share burden of maintenance of new parks
 - Enhance bird preserve and wetlands area
 - More parking in some parks such as at Cornerstone park*
 - Need additional facilities at destinations for bikers (showers, locker rooms, etc.)
 - More public art in parks and other public areas*
 - Repurpose/rehab existing recreation facilities to become more modern, energy efficient*
 - Wi-Fi at Recreation Facilities and eventually parks*
- 5) What additional parks, recreation, athletic/sports facilities, or other amenities would you like to see provided?
- A unique “destination park” that brings in regional tourism*
 - Access to public schools outdoor facilities during the summer/weekends/after school hours*
 - Additional trail connectivity to link parks and other trails*
 - Centralized areas for maintenance equipment
 - Ice rink for hockey and skating*
 - Indoor Basketball facilities for competitive players
 - Indoor court sports complex for gym space*
 - Additional facilities like the Multigenerational Center*
 - Multi-purpose fields with designation for high impact vs. low impact sports
 - Outdoor racquetball courts
 - Parks and recreation spaces in West Henderson connected by bike paths
 - Unique aquatic center with leisure pool, competitive lanes, and wave pool
 - Wayfinding signage for bike lanes

- 6) Are there key partners and stakeholders in the community that can assist with the implementation of the Parks Master Plan? If so, which ones and why?
- Yes, but there needs to be clarification around philosophy of partnerships and naming rights within the city
 - AARP
 - Boys and Girls Club
 - Casinos
 - Charter Schools
 - City of Henderson Volunteers*
 - Cultural and arts groups
 - Federal agencies*
 - Get Outdoors Nevada*
 - Golden Knights hockey team*
 - Lake Las Vegas*
 - Other small businesses
 - Public school district
 - Raiders team*
 - Southern Nevada Lacrosse Association
 - Southern Nevada Soccer Association
 - Special interest groups
 - USA Triathlon
- 7) Identify key issues and values in the City of Henderson community that need to be considered while updating the parks and recreation master plan.
- Continue to strategically implement West Henderson Plan*
 - Enhance the perception of safety in our parks*
 - Inspire people to love their parks
 - Keep Henderson as a place to live, work, and play*
 - Maintain high quality of parks through proactive maintenance*
 - Focus on current parks maintenance rather than new parks
 - Respecting all areas of the city
 - Water and energy conservation/sustainability*
- 8) During the next 5 to 10 years, what should be the top parks and recreation priorities for the City?
- Continue to be a national leader/model for public recreation and parks
 - Be ahead of the curve with trends to offer the best facilities and programs*
 - Be proactive with maintenance issues*
 - Clarify a consistent vision
 - Continue to develop access and amenities for all abilities*
 - Create additional ownership from volunteers and residents of parks
 - Creating additional safety mechanisms in parks*
 - Provide all residents with parks/recreation opportunities within a 10-minute walk of their homes*
 - Identify a mechanism for funding maintenance projects after new park development*
 - Identify gaps in parks and recreation services
 - Invest in technology to support future needs*
 - Modernize downtown park*

- Plan for changing demographics and growth, additional families and more seniors*
- Plan for the future of West Henderson*
- Update registration system
- Utilize mobile online payments
- Wi-Fi in recreation centers and eventually parks

E. RANDOM INVITATION AND OPEN LINK COMMUNITY SURVEY SUMMARY

The purpose of this study was to gather public feedback on Henderson’s recreation facilities, services, and programs. This survey research effort and subsequent analysis were designed to assist the City in planning for future improvements, developments, and services.

The survey was conducted using three primary methods: 1) a mail-back survey, 2) an online, invitation-only web survey to further encourage response from those residents already within the defined invitation sample, and 3) an open-link online survey for members of the public who were not part of the invitation sample. The analysis herein primarily focuses on responses from the invitation sample. However, open link responses are additionally analyzed and discussed in a separate section of the report, highlighting differences from the invitation sample.

In total, 432 city-wide invitation surveys and 285 intercept surveys were completed through a variety of survey approaches. In addition, 1,793 open-link surveys were received (completed and partially completed). The invitation sample includes responses gathered from the mailed survey and online invitation sample. The margin of error for the invitation sample is +/- 4.66 percent.

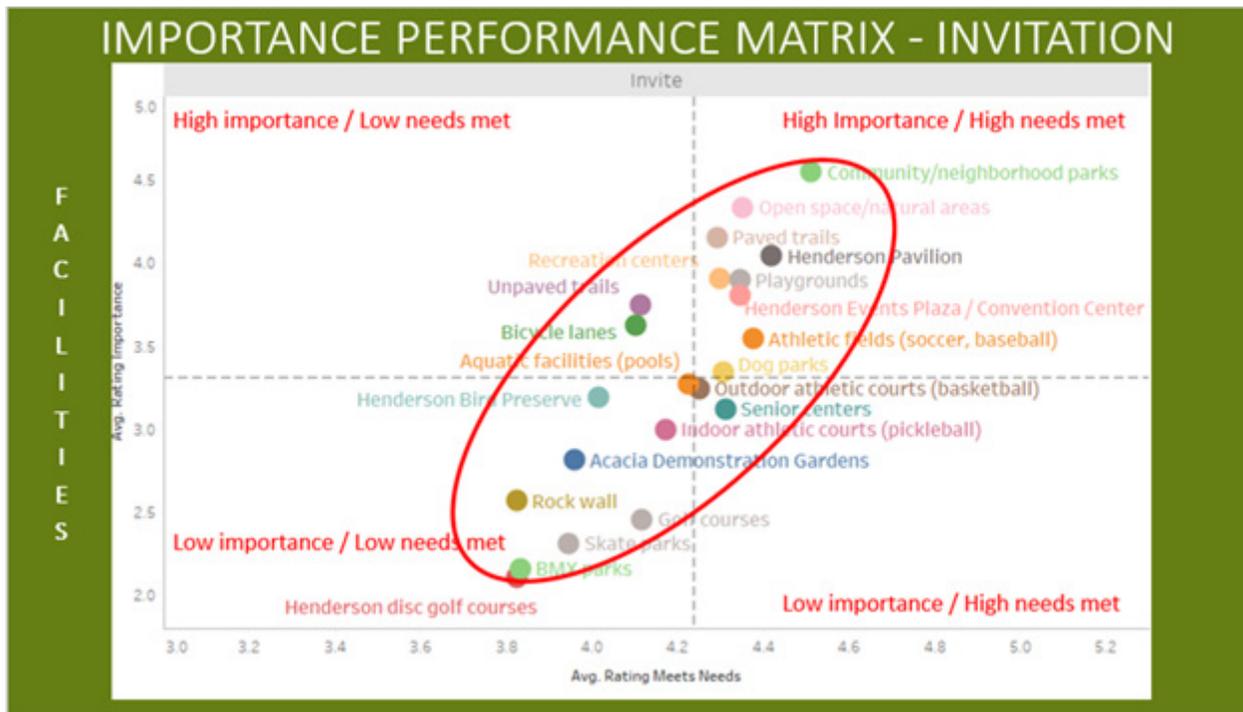


Rock Climbing at Downtown Recreation Center

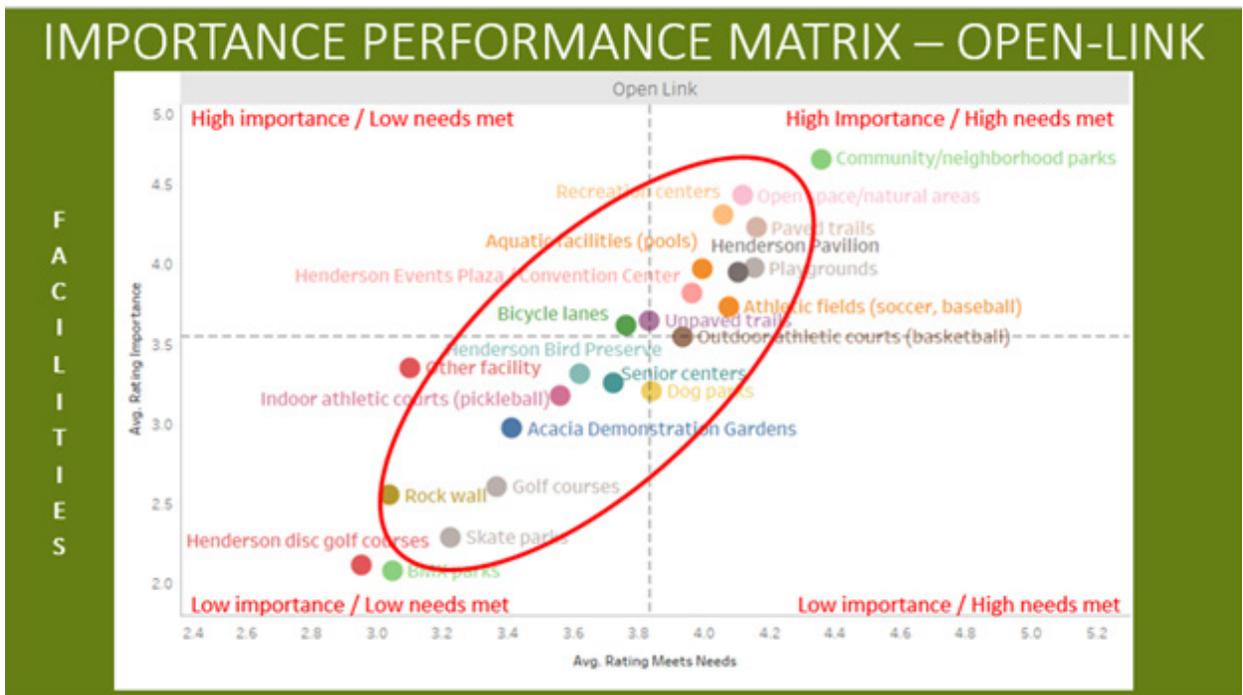
Top Ten Survey Findings



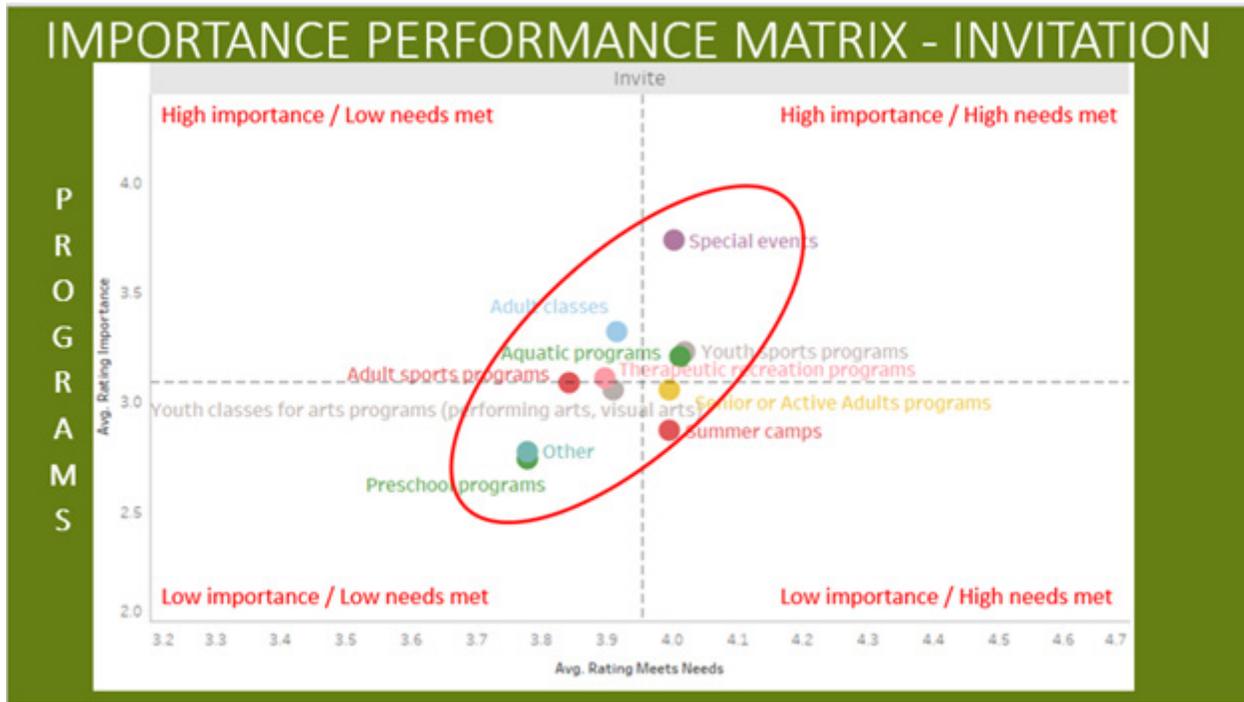
The following matrix shows that Henderson’s facilities are performing well and meeting the majority of resident’s desires and expectations related to facilities as reported by the invitation survey.



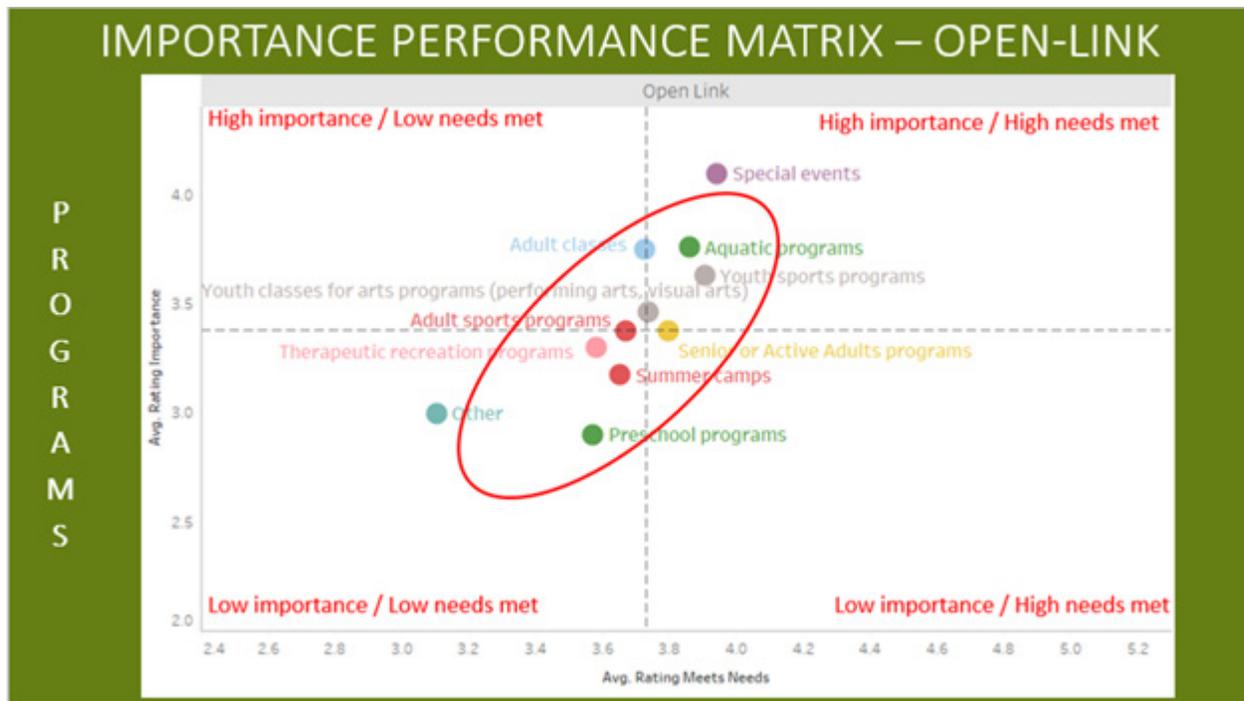
This matrix displays that Henderson’s facilities are performing well and meeting the majority of residents’ desires and expectations as reported by the open link survey.



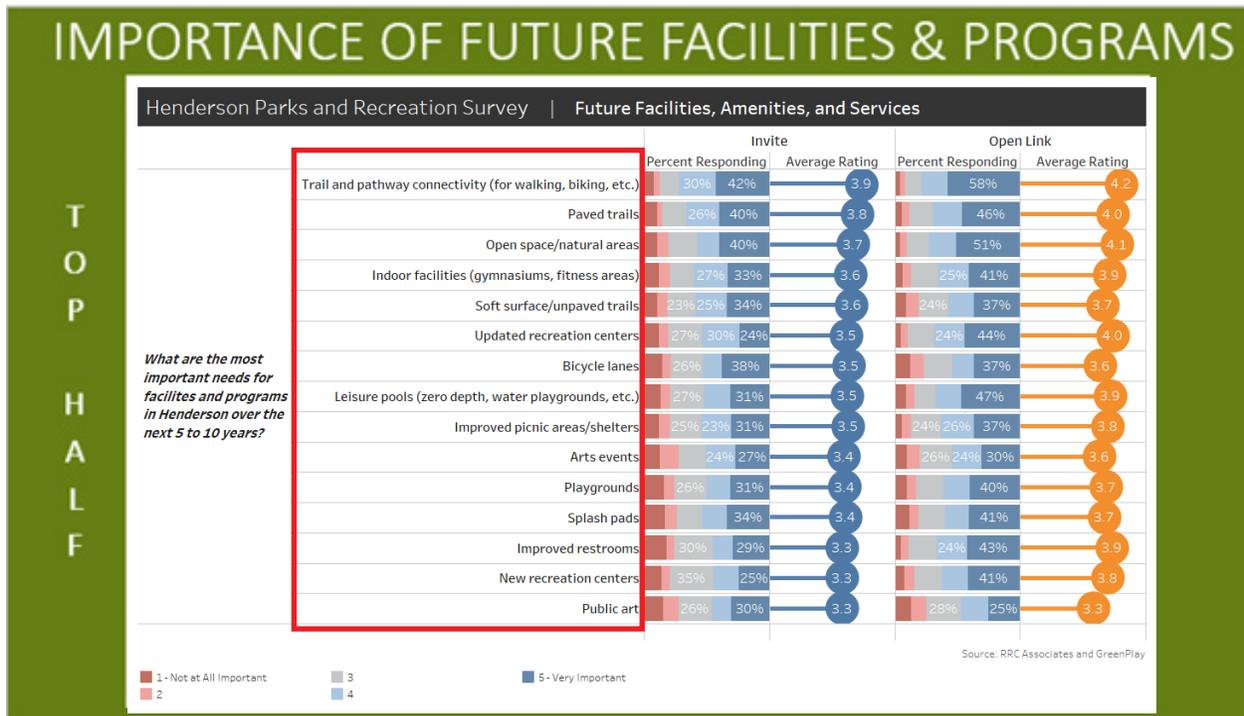
The following matrix shows that Henderson’s programs are performing well and meeting the majority of resident’s desires and expectations as reported by the invitation survey.



The next matrix shows that Henderson’s programs are performing well and meeting the majority of resident’s desires and expectations as reported by the open link survey.



The following graphic shows the most important needs as reported in the survey for facilities and programs that should be addressed in the next five to 10 years.



Henderson Parks and Recreation staff conducted an additional 285 intercept surveys at events and various locations pertaining to satisfaction, accessibility to parks, and info sources. All of the information collected through the surveys has been provided in a separate report to the staff as a resource document. All information gathered through the surveys was considered in the development of the goals, objectives, and action plan for this master plan.



St. Patrick's Day

F. INVENTORY

Parks and Facilities Inventory and Assessment

An inventory of parks and facilities was conducted in March 2018. Each site was evaluated using the GRASP®-IT audit tool. See **Appendix A** (page 111) for definition and discussion.

Park features were classified into one of two categories: components and modifiers. A component is a feature that people go to a park or facility to use, such as a tennis court, playground, or open lawn area. Each component was evaluated on its functionality—its suitability for its intended purpose. Modifiers are amenities such as shade, drinking fountains, restrooms, etc. that enhance the comfort and convenience of visiting the site and thereby modify the experience of using its components. A complete list of components and their definitions, as well as inventory methods and process discussion can be found in **Appendix A (page 111)**.



GRASP® Atlas					
Initial Inventory Date: 3/14/2018		MADEIRA CANYON PARK			
164 Total Neighborhood GRASP® Score		Address 2390 DEMOCRACY DRIVE Approximate Park Acreage: 19.7			
Drinking Fountains 2		Shade 2			
Seating 2		Trail Connection 0			
BBQ Grills 2		Park Access 2			
Dog Pick-Up Station 2		Parking 2			
Security Lighting 2		Seasonal Plantings 0			
Bike Parking 2		Ornamental Planting 2			
Restrooms 2		Picnic Tables 2			
Design and Ambiance					
3					
General Comments					
Quality park with extra attention to detailing					
Components with Score					
MAPID	Component	Quantity	Lights	Neighborhood Score	Comments
L0004	PARCEL	1		2	
C1250	Horseshoe Court	1	Y	1	Horseshoe courts could be updated
C927	Open Turf	1		2	
C928	Shelter, Small	2	Y	3	
C925	Shelter, Small	1	Y	3	
C924	Shelter, Large	1	Y	3	
C923	Shelter, Large	2	Y	3	
C922	Aquatics, Spray Pad	1		2	
C921	Playground, Destination	1	Y	2	
C920	Loop Walk	1		3	
C919	Open Turf	1		2	
C918	Rectangular Field, Large	2	Y	3	
C917	Diamond Field	2	Y	3	
C916	Tennis Court	4	Y	2	Pretty typical of other courts in town
C915	Basketball Court	2	Y	2	

Example of GIS inventory map and data sheet of Madeira Canyon Park. A complete Inventory Atlas is provided as a supplemental document to the Parks and Recreation Master Plan.

Park Ranking

In addition to locating components, the functional quality of each element was assessed during the site visits. **Table 9** displays the ranking of each park in the current system based on an overall score for its components and modifiers. In general, parks at the top of the list offer more and better recreation opportunities than those ranked lower in the following table. The length of the bar for each park reflects its overall score in proportion to that of the highest-ranking park (Whitney Mesa).

A formula was applied that combines the assessments of a site's components and modifiers to generate a score or value for each component and for the entire site. The resulting values can be used to compare sites to each other and to analyze the overall performance of the park system.

Table 9: Park Ranking Table

LOCATION	GRASP® Score
WHITNEY MESA REC	503.1
ARROYO GRANDE SPORTS	419.25
HERITAGE PARK	410.4
MADEIRA CANYON PARK	297
CORNERSTONE PARK	214.5
WELLS PARK	214.5
PASEO VISTA PARK	204.1
CAPRIOLA PARK	185.25
REUNION TRAILS PARK	165.75
ANTHEM HILLS PARK	157.2
MCCULLOUGH VISTA PARK	144.3
TERRAZZA PARK	144.3
SOLISTA PARK	136.5
AVENTURA PARK	129.6
MORRELL PARK	123.6
MISSION HILLS PARK	122.2
PECOS LEGACY PARK	114.4
CACTUS WREN PARK	110.5
DISCOVERY PARK	109.2
BIRD VIEWING PRESERVE	98.4
HORIZON CREST PARK	97.2

POTENZA PARK	91.65
WESTON HILLS PARK	91.2
ACACIA PARK	91
PASEO VERDE PARK	85.8
RUSSELL ROAD REC	85.2
MOUNTAIN VIEW PARK	83.2
SUNRIDGE PARK	83.2
HAYLEY HENDRICKS PARK	81.6
TUSCANY PARK	80.6
AMADOR VISTA PARK	80.4
ESSELMONT PARK	79.3
CINNAMON RIDGE PARK	78
PARADISE POINTE PARK	78
SAGUARO PARK	76.8
STEPHANIE LYNN CRAIG	74.4
HIDDEN FALLS PARK	74.1
O'CALLAGHAN PARK	72
SONATA PARK	66.3
PUCCINI PARK	64.8
MOUNTAIN LAKE PARK	62.4
TRAIL CANYON PARK	60
BURKHOLDER PARK	53.3

BOULDER CREEK PARK	50.4
PASEO VERDE TRAILHEAD	50.4
SILVER SPRINGS PARK	46.8
AVELLINO PARK	42
FOX RIDGE PARK	40.8
GREEN VALLEY PARK	40.8
RODEO PARK	34.2
EQUESTRIAN PARK SOUTH	33.6
SIENA HEIGHTS TH	33.6
VIVALDI PARK	32.4
DOS ESCUELAS PARK	31.2
EVENTS PLAZA	28.8
RIVER MOUNTAIN PARK	28.8
WHITNEY MESA NATURE	28.8
EQUESTRIAN PARK NORTH	26.4
ALLEGRO PARK	21.6
DOWNTOWN PARK	19.5
MCCULLOUGH HILLS TH	14.4
PROCTOR JUDICIAL PARK	14.4
SHADED CANYON TH	14.4
ROADRUNNER PARK	8.4

*Note: REC = Recreation
TH = Trailhead

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Assessment Summary

Based on visits to each park and/or facility, the following general assessments were concluded.

Current/existing parks:

- Most of the parks have good street visibility and frontage and offer adequate public access.
- Parks are well maintained, but some need updates (deferred maintenance).
- The park system is very standard oriented and does a great job of implementing park standards across system.
- Continue to monitor components and their demand and use.
- Horseshoes seems to be the one component that tends to not have an established standard. Develop a standard for horseshoe pits.
- Henderson has committed to neighborhood parks with dog parks, although some are limited in size.
- There are opportunities to increase public art in parks across the system. Public art may help create a sense of identity in this standard based system.

Summary of Inventory Locations

The City of Henderson has classified its parks into the following categories.

- Regional Parks
- Neighborhood Parks
- Community Parks
- Other



St. Rose Pkwy Trail

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Regional Parks

These parks are generally large areas that provide numerous destination facilities such as ballfields. The facilities may also include play areas, water features, trails, and trailheads. These facilities provide amenities to host large events and may be as large as 100 acres. Generally large areas that provide numerous destination facilities, they serve a broader purpose than community parks and are used when community and neighborhood parks are not adequate to serve the needs of the community. Regional parks may also have unique elements and may include sports complexes, plazas, water features, and other specific site furnishings. Regional Parks in Henderson range from almost 18 acres to nearly 156 acres. These parks are likely to have multiple shelters, diamond fields, basketball courts, open turf areas, rectangular fields, open water, and tennis courts. There are 7 regional parks in the current system, and they average 28 components.

LOCATION	Acres	Aquatics, Spray Pad	Basketball Court	Bike Course	Camping, Undefined	Concessions	Diamond Field	Diamond Field, Complex	Disc Golf	Dog Park	Educational Experience	Event Space	Game Court	Garden, Community	Garden, Display	Horseshoe Court	Inline Hockey	Loop Walk	Natural Area	Open Turf	Other	Passive Node	Pickleball Court	Playground, Destination	Playground, Local	Rectangular Field Complex	Rectangular Field, Large	Rectangular Field, Multiple	Shelter, Large	Shelter, Small	Skate Park	Target Range	Tennis Complex	Tennis Court	Trailhead	Volleyball Court	Water, Open	Total Number of Components Per Park
ANTHEM HILLS PARK	55.4		2			1	3									1	1		2				1			3		2	4	1				1	2		24	
ARROYO GRANDE SPORTS	58.9		2	2		2	9	1	1	1						2						1		1	1				2	4					1			30
BIRD VIEWING PRESERVE	103.3										1	1						1				1								1						9	14	
CORNERSTONE PARK	106.3		2			1					1							1	2			2		1				2	5						2	1	20	
HERITAGE PARK	155.7	2				1	2			1		1	2	1		1		1		2				1	1	2	11	2	17								48	
RUSSELL ROAD REC	30.7	1	4				4				1			1	3				1	2			1			3		2	3								26	
WHITNEY MESA REC	153.0		1	1	1	1					1	1	4		1		1	1	2				4		1			1	6		1	1	9	2			40	
Totals:	663.3	3	11	3	1	6	18	1	1	2	3	4	6	1	2	6	1	3	3	9	2	4	4	3	4	1	8	11	11	40	1	1	1	9	4	4	10	

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Community Parks

Community Parks are generally ten to 25 acres, the facilities are gathering spots for multiple neighborhoods, and are designed to accommodate residents within a 1.5- to 2.5-mile radius. They offer both active and passive recreation and often include programmable facilities such as ball fields and/or multi-use fields. Currently they range from about 11 acres to over 60 acres. These parks are likely to offer basketball courts, diamond fields, open turf areas, playgrounds, rectangular fields, shelters and tennis courts. There are current 11 parks in this classification. The average number of components per park in this classification is 15.

LOCATION	Acres	Aquatics, Spray Pad	Basketball Court	Concessions	Diamond Field	Diamond Field, Complex	Dog Park	Equestrian Facility	Event Space	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Picnic Ground	Playground, Destination	Playground, Local	Rectangular Field, Large	Shelter, Large	Shelter, Small	Skate Park	Tennis Court	Trailhead	Volleyball Court	Wall Ball Court	Total Number of Components Per Park
ACACIA PARK	17.7	1	1		1		1			1		1	1			1	2	3	1							14
AVENTURA PARK	20.9	1	2		2		1								1		3	1			2		4			17
CAPRIOLA PARK	14.7	1	2				1		1			1	4			1	2	1			3					17
EQUESTRIAN PARK NORTH	11.6							1										1				1				3
HIDDEN FALLS PARK	59.6	1	1				1						1	1	1	1			3	1		1				12
MADEIRA CANYON PARK	19.7	1	2		2						1	1	2			1		2	3	3		4				22
MISSION HILLS PARK	23.5	1	2		2							1	4			1			1	4		3				19
MORRELL PARK	29.8		1	1	4	1					2	1	1		4		2		2		1			2		22
OCALLAGHAN PARK	18.9		1		1		1				2	1	2				2		3	2		4		2	2	23
SONATA PARK	22.6		1									1	2						1	3		2	1			12
STEPHANIE LYNN CRAIG	14.0			1	3								1				1			2						8
Totals:	253.1	6	13	2	15	1	5	1	1	1	5	7	18	1	5	3	9	9	16	18	2	18	3	8	2	

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Neighborhood Parks

Neighborhood parks in Henderson are generally five to ten acres, the facilities are designed to accommodate residents within a one-half to one mile radius. Neighborhood parks are the basic unit of the park system and serve as the recreational and social focus of the neighborhood. Currently, these Henderson parks range in size from about one acre to 19 acres. Users are likely to find shelters, open turf areas, playgrounds, tennis courts, loop walks, horseshoe pits, and basketball courts. Henderson has 41 parks in this classification. The average number of components per park in this classification 12.

LOCATION	Acres	Aquatics, Leisure Pool	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Climbing, Designated	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Picnic Ground	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Rectangular Field, Small	Shelter, Large	Shelter, Small	Skate Feature	Skate Park	Tennis Court	Tennis, Practice Wall	Trailhead	Volleyball Court	Wall Ball Court	Total Number of Components Per Park
ALLEGRO PARK	4.5							1													1		1											3	
AMADOR VISTA PARK	4.5		1		4					1				2			1	1		1		1				1	1								14
AVELLINO PARK	4.8			1									1				1	1				1			1		1								7
BOULDER CREEK PARK	10.3			2						1							1	3				1					1								9
BURKHOLDER PARK	11.1							2								2						1				1						1			7
CACTUS WREN PARK	7.0				4			1		1							1					1			1	1	5		1				1		17
CINNAMON RIDGE PARK	7.5				4													1				1					2			2					10
DISCOVERY PARK	7.8			1					1							3	1	1		1		2			1	1				2	1		2		17
DOS ESCUELAS PARK	9.2			1				2		1								1				1					2			2					10
DOWNTOWN PARK	7.0	1		1														1		1		1					1					1			7
EQUESTRIAN PARK SOUTH	5.4									1								1									1					2			5
ESSELMONT PARK	18.9		1	1						1							1	2				1				2	3								12
FOX RIDGE PARK	4.4				1				1			1					1	1				1				1									7
GREEN VALLEY PARK	4.2			1				1									1	1		1		1					1								7
HAYLEY HENDRICKS PARK	9.3		1													3	1	2		1		1				1		1					1		12
HORIZON CREST PARK	6.7			1						1	1		1				1					1		1		1	2								10
MCCULLOUGH VISTA PARK	6.5			1							1				1		1		1			1			3	2	2					1			14
MOUNTAIN LAKE PARK	6.3										1			1			1	2				1	1			1	2				1				11
MOUNTAIN VIEW PARK	6.4			1				1									1	2				1					2			2			1	1	12
PARADISE POINTE PARK	5.7			1							1			2		2	1					1		1			2	1							12
PASEO VERDE PARK	8.2			1				1						2		2	1	1		1		1				1				2			1		14
PASEO VERDE TRAILHEAD	5.4													3				2				1					2					1			9
PASEO VISTA PARK	8.1		1	1						1			1	4		4	1	1			1					2	5								22
PECOS LEGACY PARK	9.9			1			1	2			1					2		2		1		1				1			2		1	2			17
POTENZA PARK	5.0			2														2				1				2	1								8
PUCCINI PARK	4.8			1													1	1				1					1			2		1	2		10

LOCATION	Acres	Aquatics, Leisure Pool	Aquatics, Spray Pad	Basketball Court	Basketball, Practice	Climbing, Designated	Concessions	Diamond Field	Diamond Field, Practice	Dog Park	Educational Experience	Event Space	Fitness Course	Game Court	Garden, Display	Horseshoe Court	Loop Walk	Open Turf	Passive Node	Picnic Ground	Playground, Destination	Playground, Local	Public Art	Rectangular Field, Large	Rectangular Field, Small	Shelter, Large	Shelter, Small	Skate Feature	Skate Park	Tennis Court	Tennis, Practice Wall	Trailhead	Volleyball Court	Wall Ball Court	Total Number of Components Per Park
REUNION TRAILS PARK	14.0		1	1		2						1				1	1	1		1		1			1	4									15
RIVER MOUNTAIN PARK	9.0			1				1								2		1		1					1					2			1		11
ROADRUNNER PARK	3.0																	1				1													2
RODEO PARK	8.2			1				1				1			2	1	1					1		1		1				2			1		13
SAGUARO PARK	5.7		1		4											1	1					1			1	3									12
SIENA HEIGHTS TH	6.4										1							2				1				1	1			3		1			10
SILVER SPRINGS PARK	7.2							1								1	2		1		1				1										7
SOLISTA PARK	3.5													2	1			2	2			1					6								14
SUNRIDGE PARK	17.7			1				2								1		1	1		1		1			3				2			1		14
TERRAZZA PARK	5.9			1							2							2	1			1				6					1				14
TRAIL CANYON PARK	4.3				3										2	1						1		1		1				2					11
TUSCANY PARK	7.5			1				1								1	2					1				3		1	2						12
VIVALDI PARK	7.0							1										1		1		1				1						1			6
WELLS PARK	10.2	1	1	1		1		1				1	1		2	1	1					1				2	8	1							23
WESTON HILLS PARK	13.9		1	1				2		1					1		1					1				1	1			2					13
Totals:	312.3	1	6	23	17	2	1	15	3	8	8	2	4	16	2	22	22	42	6	10	2	34	2	5	6	22	61	3	1	23	1	11	13	1	

Other Classifications

OPEN SPACE:

Whitney Mesa Nature

It includes natural areas, 1 large shelter and 2 small shelters, and a trailhead.

TRAILHEADS:

An area or location having an information kiosk for a trail, the facilities may be standalone or may be located inside a park and may have other amenities.

The following sites are considered trailheads: Lower Mesa Trail/southwest trailhead, McCullough Hills Trailhead, and Railroad Pass Trailhead.

PUBLIC GROUNDS:

Proctor Judicial Park

Open turf and picnic ground

1.1 acres

Events Plaza

(3) with 2 event spaces and public art.

Indoor Facilities

Indoor facilities can also be cataloged by their unique components. It should be noted that several of the indoor facilities also are home to associated outdoor amenities. These are included in the following list of components:

3.7 acres

LOCATION	Aquatics, Complex	Aquatics, Lap Pool	Aquatics, Leisure Pool	Arts and Crafts	Cardio Room	Childcare/Preshool	Climbing, Designated	Dance	Event Space	Food - Café	Food - Concessions*	Food - Vending	Kitchen - Commercial	Kitchen - Kitchennette	Kitchen - Teaching	Library	Multi-Purpose Room	Passive Node	Patio/Outdoor Seating	Pickleball Court	Playground, Local	Retail	Shelter, Small (@ Pool)	Speciality Training	Specialty Services	Sport Court	Tennis Court	Track, Indoor	Trailhead	Wall Ball Court	Total Number of Components Per Park
BIRD PRESERVE INDOOR																1															1
BLACK MOUNTAIN REC			1		1						1	1		1			8		1	6			5	1		1				3	30
DOWNTOWN RECREATION					3							1					1									1		1		1	8
DOWNTOWN SENIOR CENTER				1	1									1			2								1						6
HENDERSON MULTIGEN	1	1	1	1	3	1	1		1			1	1	1	1	8	1	1						1	1		1				27
HERITAGE PARK AQUATIC		1	1									1					1		2												6
HERITAGE PARK SENIOR					1			1		1		1	1	1		1	5					1									13
SILVER SPRINGS REC		1	1						1			1		1			7		1				2	1		1	2		1	3	23
VALLEY VIEW REC					1	1						1					6									1				3	13
WHITNEY RANCH REC CENTER											1	1		1		8				1						1				3	17
WHITNEY RANCH POOL		1	1									1					1						7								11
Totals:	1	4	5	2	10	2	1	1	2	1	2	9	3	5	2	1	48	1	5	6	1	1	14	2	2	6	2	2	1	13	

* Food - Concessions only open when activity pool is open

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Future Locations

In addition to existing parks, there are 18 properties that are in various stages of planning and development. They account for approximately 332 acres of potential land that could be added to the system.

Henderson Alternative Parks and Recreation Providers

National Nature Preserves and Recreation Areas

There is minimal overlap between National Nature Preserve and Recreational Areas, and The City of Henderson. It is possible that enhancing partnerships could positively impact access to nature-based opportunities and programming.

1. North McCullough Wilderness Area
 - BLM managed wilderness land
 - Nawghaw Poa Rd., Henderson, NV 89052
2. Sloan Canyon National Conservation Area
 - BLM managed land providing access to hiking, horseback riding, wildlife watching
 - Nawghaw Poa Rd., Henderson, NV 89052
3. Boulder Beach Campground
 - A paid campground controlled by Lake Mead National Rec. Area
 - North Boulder Beach Picnic Access Road, Boulder City, NV 89005
4. Las Vegas Bay Campground
 - A paid campground controlled by Lake Mead Recreation Area
 - Boulder City, NV 89005
5. Hoover Dam
 - Tourist attraction controlled by Bureau of Reclamation
 - 81 Hoover Dam Access Rd., Boulder City, NV 89005

County/Neighboring Community Parks

These parks are outside of Henderson city limits and are maintained by Clark County or neighboring communities. It is possible that enhancing partnerships could positively impact access to nature-based opportunities and programming. There may be some supplemental services or amenities provided by Sunset Park, although it falls outside of city limits.

1. Clark County Wetlands Park and Nature Center
 - A nature preserve with a nature center, walking paths and wildlife viewing opportunities
 - 2601 E. Sunset Rd., Las Vegas, NV 89120
2. Desert Bloom
 - Diamond fields, concessions, basketball, playground, loop walk, volleyball
 - 8405 S. Maryland Parkway, Las Vegas, NV
3. Duck Creek
 - Basketball, playground, loop walk, spray pad, horseshoes, bocce, skate park, tennis
 - 8650 Pollock Dr. Las Vegas, NV
4. Hidden Palms
 - Diamond field, basketball playground, loop walk, fitness course, tennis
 - 8855 Hidden Palms, Las Vegas, NV
5. Sunset Park
 - Largest park in the county's system, including playgrounds, splash pads, walking trails, picnic areas, fishing, turf, sports fields, and dog parks
 - 2601 E. Sunset Rd., Las Vegas, NV 89120

6. Silverado Ranch Park
 - Diamond field, concession, basketball, playground, fitness course, loop walk, horseshoes, dog park, skate park
9855 Gillespie St. Las Vegas, NV

Golf Courses and Country Clubs

Golf courses are typically pay-per-play recreation sites and are private in nature. These sites are likely very limited in their public access. The City of Henderson owns the Wildhorse Golf Club. The following courses occur in or within proximity to Henderson.

1. Chimera Golf Club
901 Olivia Pkwy., Henderson, NV 89011
2. The Legacy Golf Club
130 Par Excellence Drive, Henderson, NV 89074
3. Dragon Ridge Country Club
552 S Stephanie St., Henderson, NV 89012
4. Desert Willow Golf Course
2020 W Horizon Ridge Pkwy., Henderson, NV 89012
5. Cascada Golf
1 Cascada Dr., Boulder City, NV 89005
6. Rio Secco Golf Club
2851 Grand Hills Dr., Henderson, NV 89052
7. The Revere Golf Club
2600 Hampton Rd., Henderson, NV 89052
8. Southern Highlands Golf Club
Robert Trent Jones Ln., Las Vegas, NV 89141

Resorts, Spas, Fitness Centers, and Private Parks

These are privately held companies which provide recreation/health/wellness services for a fee.

1. Private pay-per-play recreation areas such as Cowabunga Bay Las Vegas, FlipnOut Xtreme, Bouncy World Indoor Playland, Origin Climbing, etc.
 - Privately controlled facilities providing recreation for groups or individuals for a daily fee or membership charge
Henderson does not provide any comparable facilities
2. Private stadiums such as Sam Boyd Stadium
 - Privately controlled facilities providing recreation for select groups or individuals such as University sports teams, etc.
 - While Henderson provides athletic fields, they do not have a stadium
3. Resorts such as Green Valley Ranch Resort Spa & Casino, Fiesta Henderson, Sunset Station Hotel, etc.
 - These facilities may offer private access to swimming pools, gyms, etc., with attendance requiring an admittance fee, hotel room rental, or membership, etc.
4. Spas and wellness centers such as Massage Envy, Beach Retreat, Destination Spas, Escape Salon, etc. offer services on private properties.
5. Fitness Centers such as Life Time Fitness, LVAC, 24 Hour Fitness, EOS, Raw Fitness, and Fitness 19 are located throughout Henderson and offer private access requiring fees or membership for use of facilities and programs.

HOA and Private Parks

Privately owned, operated, and accessed lands which are under control of HOAs, communities, citizens, etc.

1. Examples include Summit Ridge Park in Desert Canyon HOA, the pocket parks of MacDonald Highlands, Paradise Hills, the private park at Big Horn Condominiums at Black Mountain, etc.
 - These lands are typically private access and require membership or residence to an exclusive community.
 - These HOA/private parks provide important supplement to Henderson's neighborhood access and walkable level of service. In order to fully utilize these properties in the GRASP® mapping technology, the city could work to locate and record their presence and amenities. They typically have open turf, shelters, playground equipment, trails, loop walks, etc.

Boys and Girls Club

These centers offer programs for Club Members who are kids between the ages of 5-18 years old. Henderson's recreation centers may offer similar facilities and amenities.

1. John C. Kish Club
 - Offering a full curriculum of programming, the Kish Club also features a teen center, gymnasium, meal program, homework assistance, and Cox Communications Tech Center
2. Mary and Sam Boyd Club
 - Offering a full curriculum of programming, the Mary & Sam Boyd Club also features a teen center, meal program, homework assistance, and Cox Communications Center
3. Donald W. Reynolds Club
 - Offering a full curriculum of programming, the Reynolds Club also features a teen center, gymnasium, meal program, and homework assistance

Schools

1. Henderson/Clark County School District Schools and School Parks

Note: Charter Schools and Private Schools within Henderson may offer some public access to school grounds outside of school hours. Access is typically a decision by individual schools and administration.

 - Clark County School District (CCSD) serves the City of Henderson. Thirty-eight public schools are located within the City of Henderson and shown on all mapping. The District has a variety of restrictions for use of grounds but in general schools appear to be available for public use outside of school hours.
 - The current GIS provided by the City contains five parcels labeled as school parks. They are: Basic High School Ballfields, Brown Junior High School Park, C.T. Sewell School Park, Galloway School Park, and White School Park.
 - Several schools are located adjacent to a City of Henderson Park, such as: Thurman White Middle School and Stephanie Lynn Craig Park, James Gibson Elementary School, and Silver Springs Park or Fay Galloway Elementary School and O'Callaghan Park.
 - The Basic High School Ballfields are another type of Henderson Parks and CCSD cooperative effort where fields are maintained, and some use/programming is available to the Parks and Recreation Department.
 - In other instances, such as C.T. Sewell Elementary School, the land also serves the neighborhood as Sewell School Park. In this case, it is likely the only public park type land available in the neighborhood.
 - In general, it is typical that high school grounds are more heavily programmed by individual schools, and therefore, facilities have limited availability for public use.

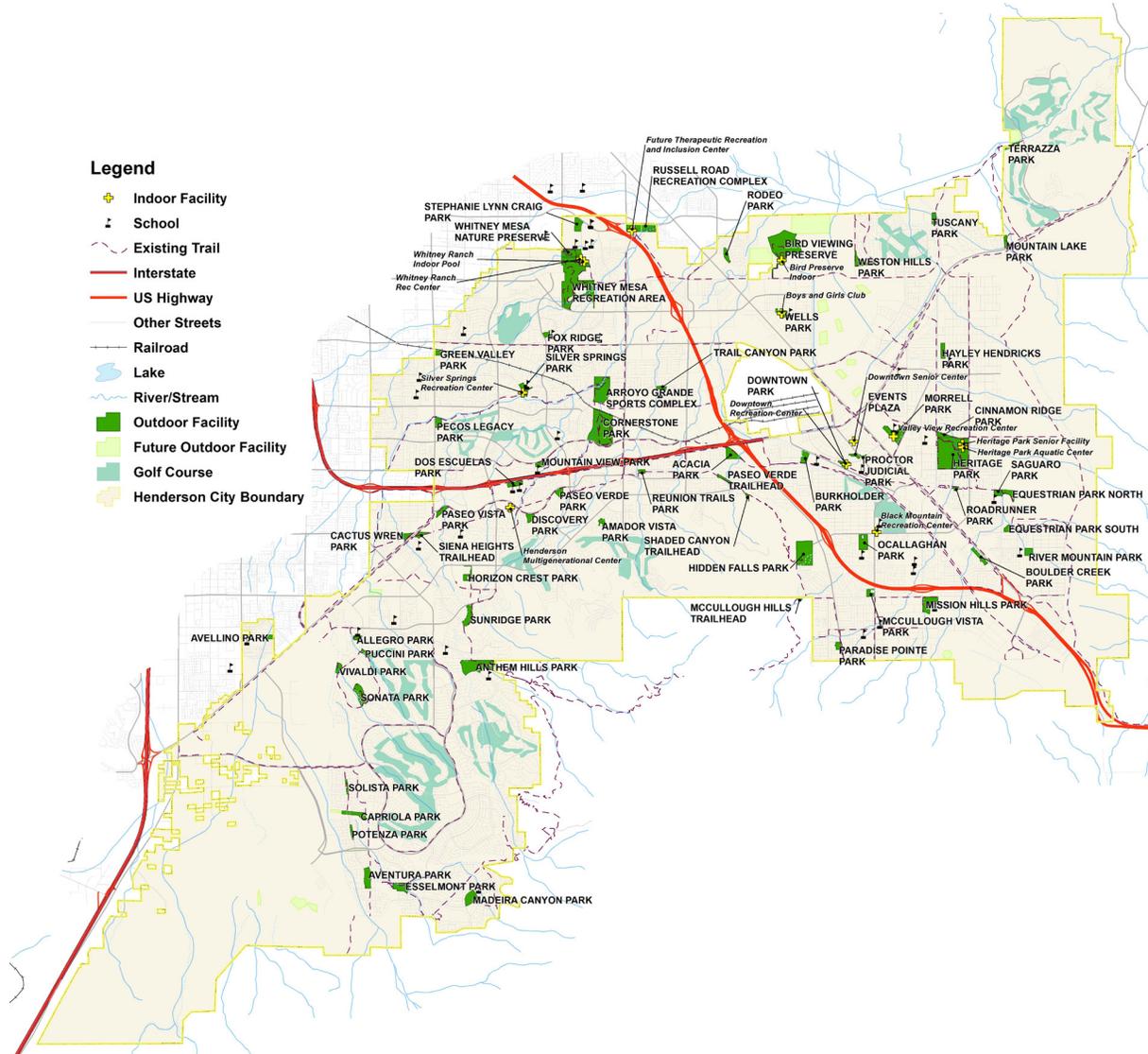
Elementary schools tend to provide more park-like components such as playgrounds and various courts which may be more widely available to the public outside of school hours.

- Improving or enhancing partnerships with individual schools could enhance the level of service, for example at Sewell School Park.

System Map

The following map (**Figure 33**) shows park and recreation facilities across the City of Henderson.

Figure 33: System Map

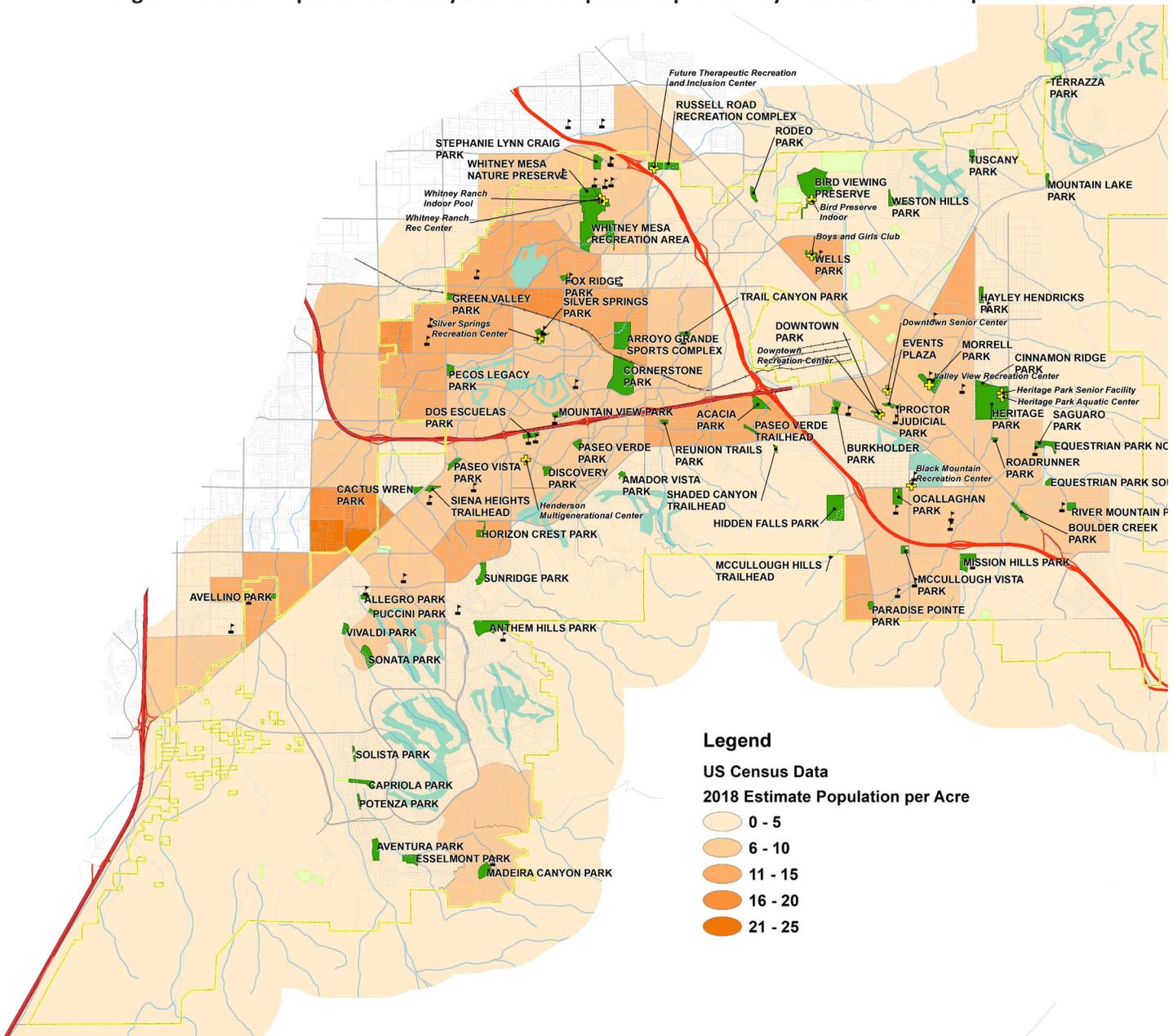


Larger scale maps may be found in **Appendix B**.

Population Distribution and Density

When discussing access to recreation, it is helpful to understand the population distribution and density in Henderson. In **Figure 34**, areas of higher population density are shown in darker orange while areas that are less densely populated are lighter in color.

Figure 34: 2018 Population Density Based on Population per acre by Census Block Group



Larger scale maps may be found in **Appendix B**.

G. LEVEL OF SERVICE ANALYSIS

Why Level of Service?

Level of Service (LOS) may be defined as how a recreation system provides residents access to recreational assets and amenities. It indicates the ability of people to connect with nature and pursue active lifestyles. It can have implications for health and wellness, the local economy, and quality of life. Further, LOS for a park and recreation system tends to reflect community values. It is often emblematic of people's connection to their communities and lifestyles focused on outdoor recreation and healthy living.

GRASP® Analysis

GRASP® (Geo-referenced Amenities Standards Process) is the proprietary name for an approach that has been utilized in more than 100 communities across the country to evaluate LOS for park and recreation systems. With GRASP®, information from the inventory of parks and facilities described in this report was used in conjunction with Geographic Information Systems (GIS) software to produce analytic maps and data that show the current status of park and recreation services across the community's geographic area. A detailed history and description of GRASP® Methodology may be found in **Appendix A (page 111)**.

Perspectives

Maps and data produced using the GRASP® methodology are known as perspectives. Each perspective is a model of how service is being provided across the study area. The model can be further analyzed to derive statistical information about service in a variety of ways. Maps are utilized along with tables and charts to provide benchmarks or insights a community may use to determine its success in providing services. Further discussion on perspectives and other GRASP® terminology can be found in **Appendix A (page 111)**.

Types of Perspectives

The LOS offered by a park or other feature is a function of two main variables: what is available at a specific location and how easy it is for a user to get to it. The inventory performed with the GRASP®-IT tool provided a detailed accounting of what is available at any given location, and GIS analysis was used to measure its accessibility to residents. People use a variety of transit modes to reach a recreation destination: on foot, on a bike, in a car, via public transportation, or some combination of these or other alternatives. Different travel modes have varying travel distances and times associated with them. In GRASP® perspectives, this variability is accounted for by analyzing multiple travel distances (referred to as catchment areas) from which a given feature might be reached. Two different travel distances were used to produce two distinct types of Perspectives for examining the park system:

1. Neighborhood Access
2. Walkable Access



GRASP® Level of Service perspectives use overlapping catchment areas to yield a “heat map” that provides a measurement of LOS for any location within a study area. Orange shades represent the variation in LOS values across the map.

A neighborhood access perspective uses a travel distance of one mile to the inventory. This represents a suitable distance for a bike ride or short drive in a car, or perhaps a longer walk. This catchment is intended to capture users traveling from home or elsewhere to a park or facility by way of bike, bus, or automobile.

A walkable access perspective uses a shorter catchment distance intended to capture users within a 10-minute walk. This distance can range from as short as 1/4 mile to as far as 1/2 mile depending on the study area. For Henderson a 1/2 mile walkability catchment area was used. See **Appendix A (page 125)** for further discussion on walkability standards.

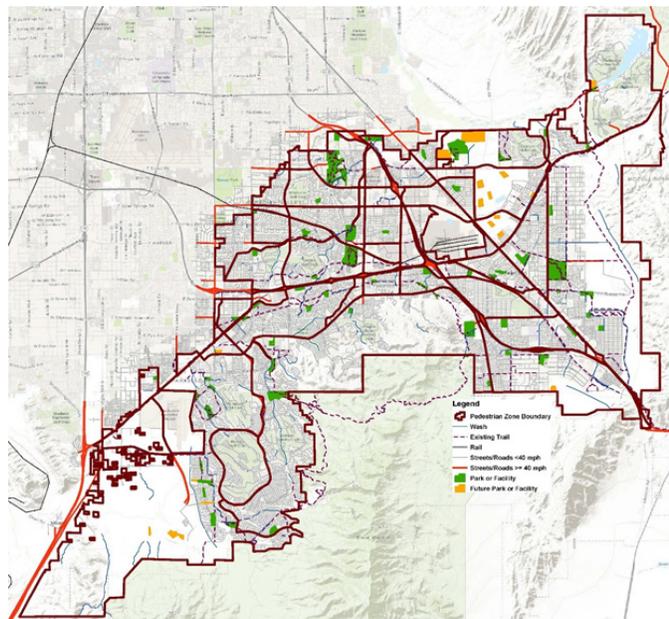
For each perspective, the defined catchment area is plotted around each feature and assigned a value using information from the inventory. When catchment areas for a set of features is combined into one overlay map, a shaded map results, with the shade at any given location representing the cumulative value of all features considered accessible from that location.

Assumptions

1. Proximity relates to access. A feature within a specified distance of a given location is considered “accessible” from that location. Access in this analysis does not refer to access as defined in the Americans with Disabilities Act (ADA).
2. Neighborhood Access relates to proximity of one-mile, a reasonable distance for a drive in a car or by bicycle.
3. Walkable Access relates to proximity of 1/2-mile, a reasonable distance attainable by walking 10 minutes.
4. Walkable access to recreation is affected by barriers, obstacles to free and easy travel on foot.
5. The LOS at any given point on the map has a value that is the cumulative value of all features that are considered accessible from that location.

Pedestrian Barriers

Walkability can be limited by environmental barriers. Several such disruptions to walkable access are created by freeways, highways, major roads, railroads, rivers, washes, and other significant natural features. To account for this, walkability service areas in the Level of Service analysis have been “cut-off” by identified barriers (such as freeways, highways, major roads, railroad, rivers, and washes) where applicable. Zones created by identified barriers, displayed as dark red lines in this image, serve as discrete areas within which any facilities are accessible without crossing a major street or other barrier. Various shades of green parcels represent existing parks, and open space while orange parcels indicate future park locations.

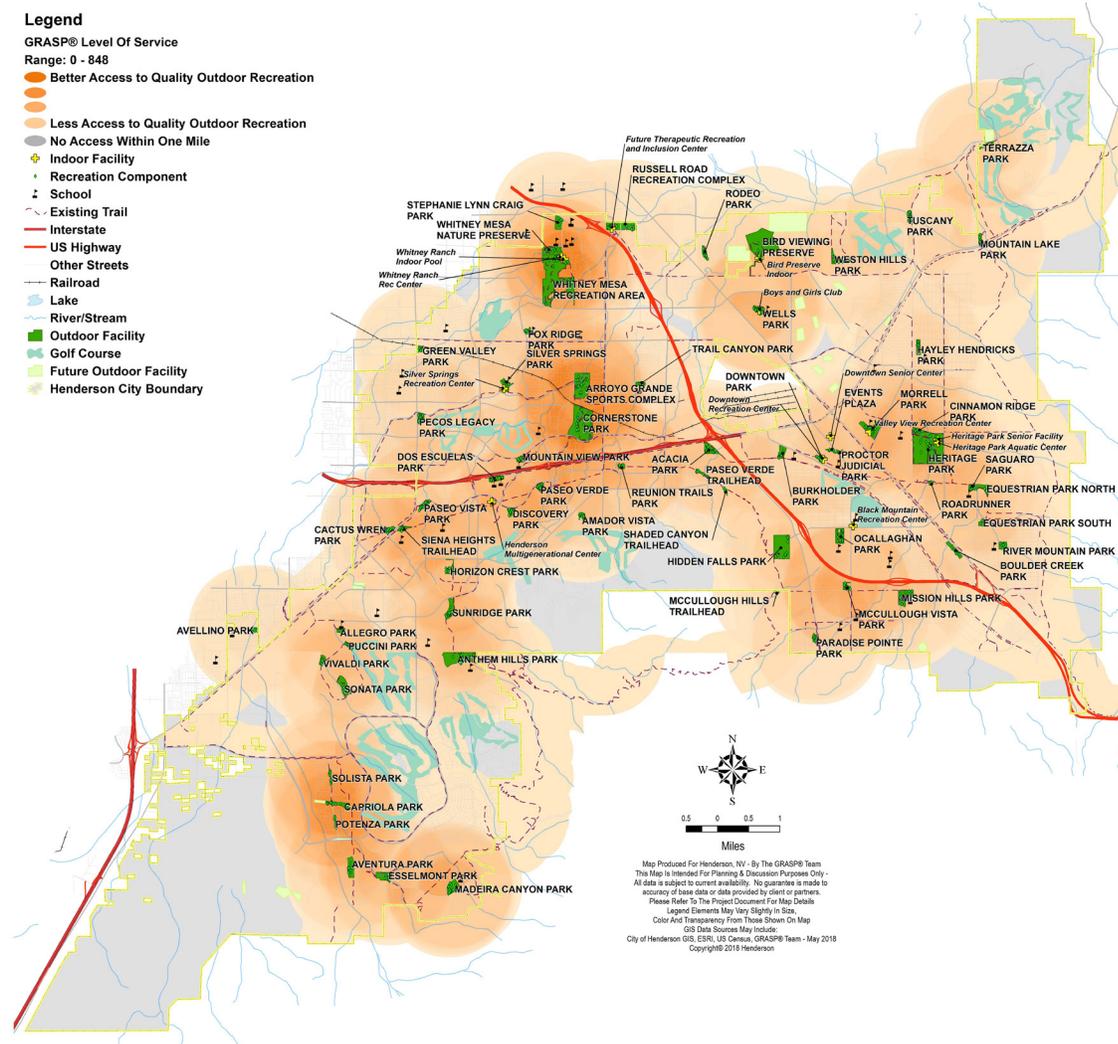


Walkability barriers were used to “cut-off” service areas where applicable.

Neighborhood Access to Outdoor Recreation

A “heat map” was created to examine neighborhood access to outdoor recreation opportunities. This map shows where there are more or fewer recreation assets available based on a one mile service area. In general, this map also shows that Henderson has good distribution of parks and outdoor facilities. Access to recreation is more limited at the edges of Henderson.

Figure 35: Neighborhood Access to Outdoor Recreation



Larger scale maps may be found in **Appendix B**.

Areas of higher concentration are notable in northwest Henderson near Whitney Mesa, central Henderson near Arroyo Grande and eastern Henderson around Heritage Park. For example, the highest GRASP® value area (847.5) is located on the southern edge of Cornerstone Park. From this location, a resident has access to 91 outdoor recreation components in five different parks, two schools, and many of the available trails within one mile of home.

Further analysis of this perspective indicates that essentially all (95 percent) of Henderson is within one mile of a recreation opportunity. Additional statistics can be found in the following table:

Table 11: Map statistics

	A	B	C	D	E
	Percent of Total City with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre/ Population per acre	GRASP® Index
Henderson	83 percent	0 to 848	202	47	18

Column A: Shows the percentage of the city that has at least some service (LOS >0). 100 percent coverage is rarely seen in GRASP® analysis.

Column B: For any location on the map there is a numerical value that corresponds to the shade of orange shown. This is called the GRASP® value and results from the overlay or summation of the scores of all components accessible from that location. Values for different locations on the map can be compared to one another, so a person in a location with a high value (darker orange) has greater access to quality recreation opportunities than a person in a lower value (lighter orange) area. Henderson GRASP® values range from a low of zero to a high of 848.

Column C: Shows a value of 202 as the average GRASP® value for the total area. This is the median for similar sized cities have completed GRASP® analysis.

Column D: Shows the results of dividing the number from Column C by the population density of the area. Compared to communities of similar total population for which GRASP® data is available, Henderson’s population density is average for the similar cities. Henderson’s score of 47 is the median in the list of similar communities. This would indicate that while in general the LOS is high, there are potentially greater numbers of people using the parks and facilities and therefore a need for this higher LOS.

Column E: The GRASP® Index, essentially the GRASP® value per capita, involves dividing the total value of all the components in the system by the population of Henderson. These last two numbers (column D & E) differ in two ways. First, the GRASP® Index does not factor in population density. Second, the GRASP® Index is derived only using components within the city limits and does not account for parks residents may access outside those limits. Henderson is slightly below the average of other similar cities in the comparison.

GRASP® Comparative Data

Table 11 provides comparative data from other communities of similar population to Henderson across the country that have also been evaluated with GRASP®. Because every community is unique, there are no standards or “correct” numbers for these. However, there are several interesting similarities and differences when making these comparisons. Henderson ranks well below the other agencies in the total number of parks in the system.

One interesting comparison may be in the average number of components per site and average score per location. Henderson is very similar, however, in components per capita.

Henderson is higher in both numbers, which indicates that the Henderson system is weighted more toward regional and community parks where others in this comparison, shown in **Table 11**, relied more on a neighborhood park system. The 83 percent area coverage, areas shown in orange gradient on **Figure 35**, would indicate that parks are well distributed throughout Henderson but there are some areas within the city which may not have access to recreation within the one-mile service area. Areas shown as gray on **Figure 35** would indicate areas that currently do not have service within the one mile service area.



Walkable Access To Recreation

This analysis measures access to recreation components by walking. One-half mile catchment radii have been placed around each component and shaded according to the component's GRASP® score. Scores are doubled within this catchment to reflect the added value of walkable proximity, allowing direct comparisons to be made between neighborhood access and walkable access.

Walkability is a measure of how user-friendly an area is to people traveling on foot. A walkable environment benefits a community in many ways related to public health, social equity, and the local economy. Many factors influence walkability and include the presence or absence and quality of footpaths, sidewalks, or other pedestrian rights-of-way, traffic, and road conditions, land use patterns, and public safety considerations among others. Walkability is an important aspect of recreational connectivity, the extent to which recreation opportunities in a community are physically linked to allow for easy and enjoyable travel between them.

Table 11: GRASP® Comparative Data

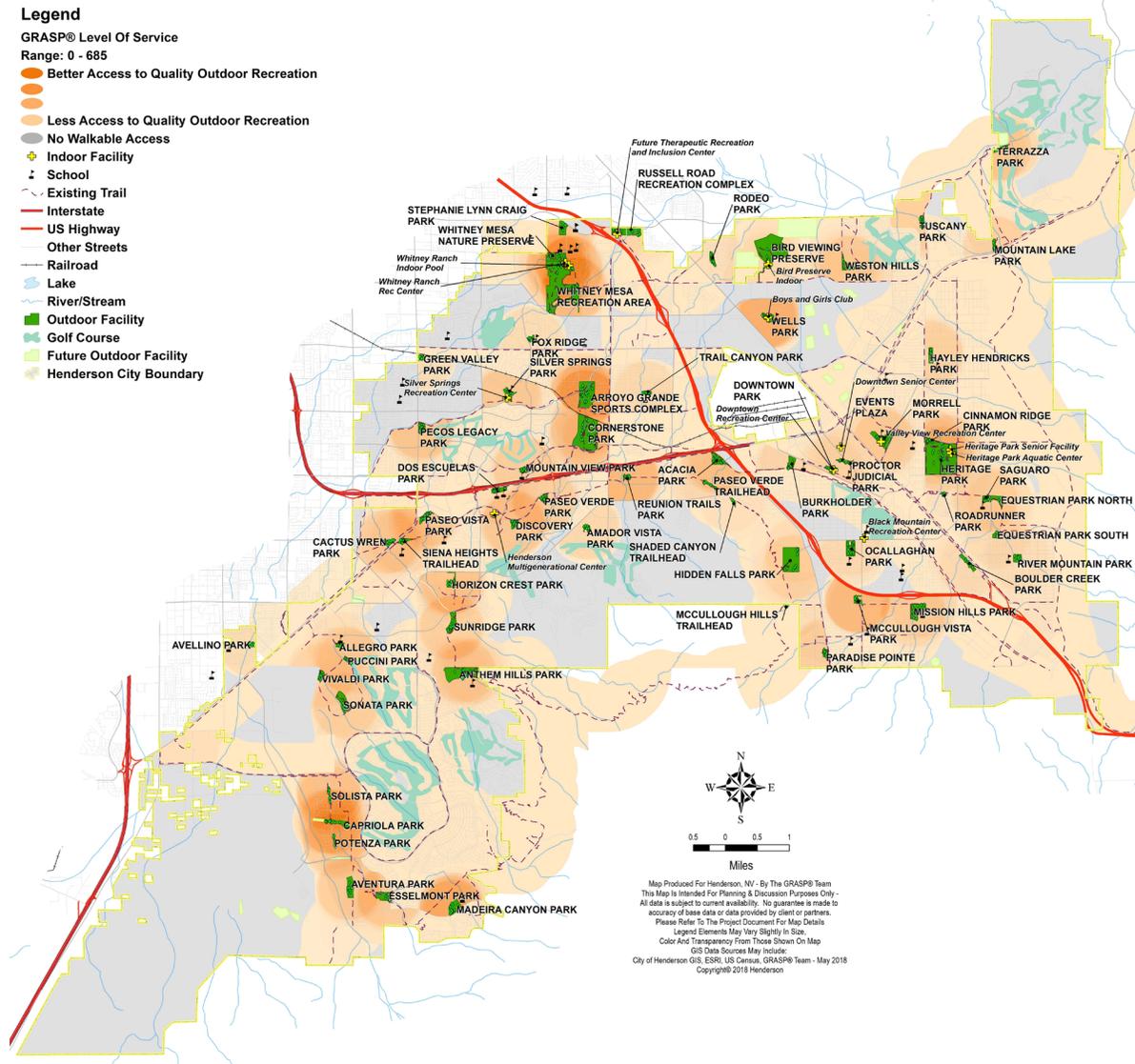
State	City	Year	Population	Study Area Size (Acres)	# of Sites (Parks, Facilities, etc.)	Total # of Components	Avg. # Components per Site	Total GRASP® Value (Entire System)	GRASP® Index	Avg. Score/Site	% of Total Area w/LOS >0	Avg. LOS per Acre Served	Number of Components per Population (in 1,000's)	Average LOS/POP Den per Acre	Population Density (per acre)	% of Population with Walkable Threshold Access	People per Park	Park per 1,000 People
WA	Spokane	2009	200,844	38,440	107	673	6.29	3705	18	34.6	99%	220	3	42	5.2		1877.0	0.5
OR	Tualatin Hills PRD	2018	265,078	35,010	270	898	3.3	7125.4	27	26.4	100%	NA	3	NA	7.6	72%	981.8	1.0
NV	Henderson	2018	290,567	68,249	65	854	13.1	5236	18	80.6	83%	202	3	47	4.3	46%	4470.3	0.2
OK	Tulsa	2009	384,037	356,383	186	1588	8.5	5536	14	29.8	87%	111.3	4	103	1.1		2064.7	0.5

The numbers and charts are meant only for comparison.

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The analysis is intended to show the LOS available across Henderson based on a ten-minute walk. **Figure 36** indicates that there are pockets of concentrated walkable level of service well distributed around Henderson. The greatest concentration of access to recreation assets are in the northwest near Whitney Ranch Nature Preserve and Recreation Center. As this walkability analysis accounts for pedestrian barriers, levels of service are notably cut off in many areas such as along the freeway or other major streets.

Figure 36: Walkable Access to Outdoor Recreation



Larger scale maps may be found in **Appendix B**.

Table 12 shows the statistical information derived from perspective Walkable Access to Recreation analysis.

Table 12: Statistics for Walkability

	A	B	C	D
	Percent of Total with LOS	GRASP® Value Range	Average LOS per Acre Served	Avg. LOS Per Acre / Population per acre
Henderson	69 percent	0 to 685	101	24

The numbers in each column are derived as described in the explanation for the neighborhood access (**Table 10**). The GRASP® Index is not applicable to walkability analysis. The average LOS value for a person who must walk to assets is calculated at half of that (101 vs. 202) for someone who can drive. The GRASP® value range of 0 to 685 indicates that there are portions of Henderson with a very high level of service compared to other portions. The highest value is found just east of Whitney Mesa Nature Preserve. A resident in this area can walk to 47 components in three parks/outdoor locations as well as two indoor facilities and five schools.

The orange shading in **Figures 35 and 36** allows for a quick understanding of how LOS is distributed across the city. It is not intended to show where LOS is adequate or inadequate, but that information can be derived from the map using GIS. First, we must determine what constitutes an adequate level of service for Henderson residents. In this case three standard neighborhood parks in the system were analyzed. **Table 13** shows that these three parks all have seven unique components.

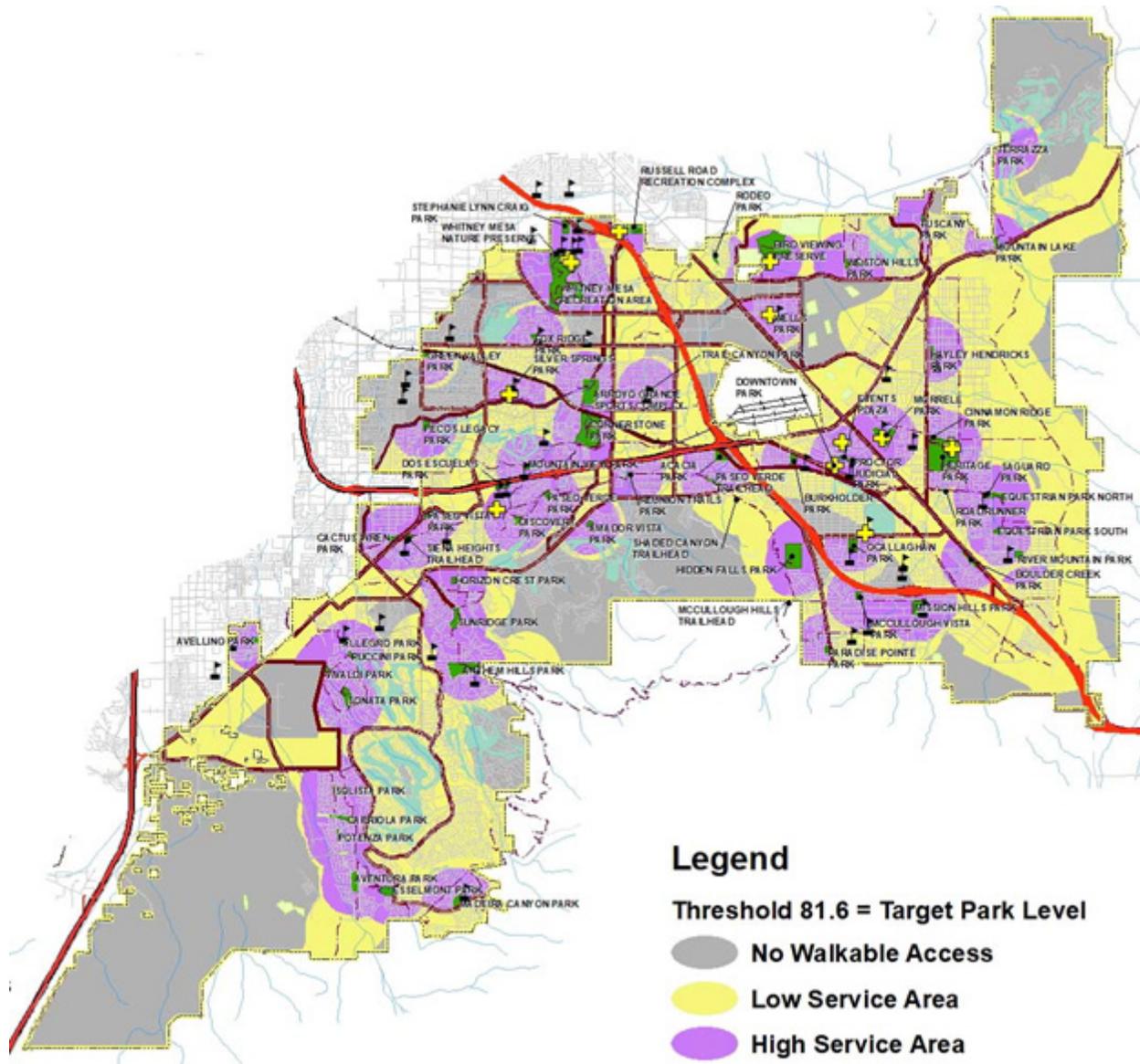
Table 13: Components Within Parks

LOCATION	GIS ACRES	Basketball Court	Basketball, Practice	Diamond Field	Diamond Field, Practice	Event Space	Horseshoe Court	Loop Walk	Open Turf	Picnic Ground	Playground, Local	Rectangular Field, Large	Shelter, Large	Shelter, Small	Tennis Court	Total Unique Components per Park	Total Components per Park
FOX RIDGE PARK	4.4		1		1	1		1	1		1		1			7	7
GREEN VALLEY PARK	4.2	1		1				1	1	1	1			1		7	7
TRAIL CANYON PARK	4.3		3				2	1			1	1		1	2	7	11

While overall the parks differ, they all have the following standard components: a court, sports field, loop walk, playground, and a shelter. Their GRASP® neighborhood score is consistent at 40.8. Using these parks as the standard as well as access to a trail creates a target threshold score of 81.6. GIS was used to show where LOS is above or below this target value.

On the following map (**Figure 37**), purple areas indicate where walkable LOS values meet or exceed the target. Areas shown in yellow on the map can be considered areas of opportunity. These are areas where land and assets are currently available but do not provide the threshold value. It may be possible to enhance the LOS value in such areas by improving the quantity and quality of features in existing parks without the need to acquire new lands or develop new parks. Another option might be to address pedestrian barriers in the immediate area.

Figure 37: Walkable Gap Identification



Larger scale maps may be found in **Appendix B**.

The threshold analysis for walkability uses the same threshold value that was used for the neighborhood analysis. Purple areas indicate where walkable LOS meets or exceeds the threshold. In **Figure 37**, areas shown in purple have LOS that exceeds the threshold value. Just 26 percent of Henderson’s land area is above the threshold and 43 percent of the City falls below it. Thirty-one percent of Henderson has no service within walking distance.

The following chart shows walkable access to assets based on the percentage of land within the city boundary that scores above threshold (purple) or below threshold (yellow) respectively.

The following chart shows walkable access to assets based on population. This chart displays level of service based on where people live. It was produced using the walkable level of service data shown in Walkable Gap Identification, as compared to census data provided by Esri GIS data enrichment techniques. The analysis would indicate that parks are generally well placed in, or close to, residential areas and capture a greater percent of the population than land area.

Chart 1: Walkable Access to Outdoor Recreation

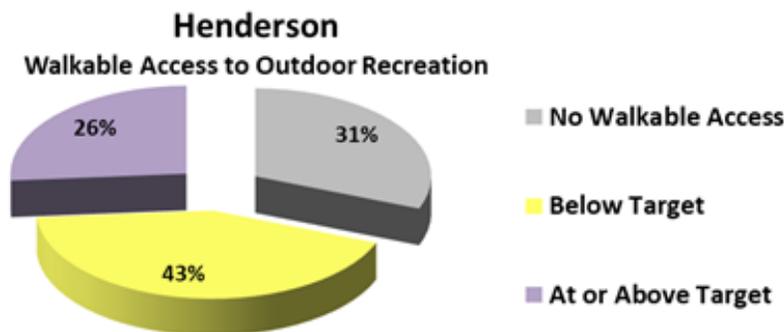
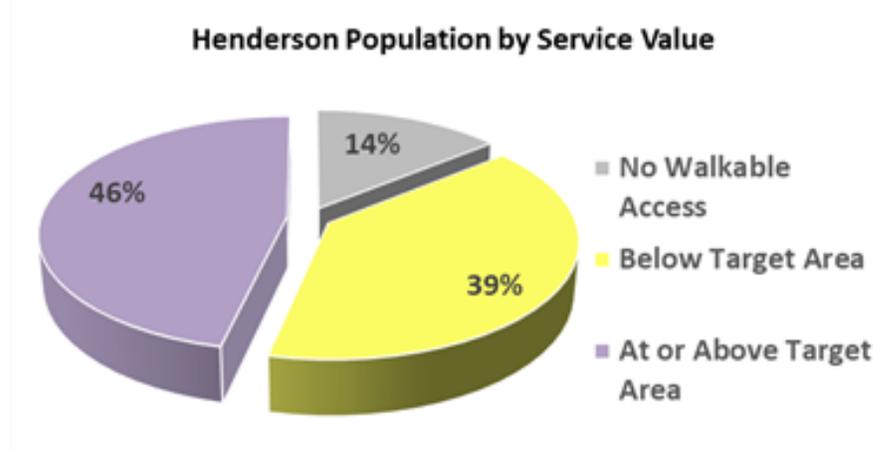


Chart 2: Percentage of Henderson Population by Service Value



More on Utilizing GRASP® Perspectives

GRASP® perspectives are used to evaluate level of service throughout a community from various points of view. Their purpose is to reveal level of service gaps and provide a metric to use in understanding a recreation system. However, it is not necessarily beneficial for all parts of the community to score equally in the analyses. Desired level of service for a location should depend on the type of service being analyzed, the characteristics of the location, and other factors such as community need, population growth forecasts, and land use issues. Commercial, institutional, and industrial areas might reasonably be expected to have lower levels of service for parks and recreation opportunities than residential areas. GRASP® level of service analysis perspectives are intended to focus attention on gap areas for further scrutiny but must be considered with other such factors in mind.

Used in conjunction with other assessment tools such as community needs surveys and a public input process, perspectives can be used to determine if current levels of service are appropriate in a given location. Plans can then be developed that provide similar levels of service to new, developing neighborhoods. It may be determined that different Levels of Service are adequate or suitable and therefore a new set of criteria may be utilized that differs from existing community patterns to reflect these distinctions.

Other Types of Analysis

Traditional analyses used to evaluate recreational Level of Service are also valuable. A few of these are discussed.

Capacities Analysis

One of the traditional tools for evaluating service for parks and recreation is the capacity analysis, which compares the quantity of assets to population and projects future needs based on providing the same ratio of components per population (i.e. as population grows over time components may need to be added to maintain the same ratio). **Table 14** shows the current capacities for selected components in Henderson. This table can be used in conjunction with other information, such as input from focus groups, staff, and the general public, to determine if the current capacities are adequate or not for specific components. The capacity table can also be used to project future facility needs based on population growth, if:

- a) the future population's interests and behaviors are the same as today's.
- b) that today's capacities are in line with today's needs.
- c) this is based on Henderson's current level of service and projecting out what would be needed to maintain this current LOS based on population growth.

The capacities table is based on the quantity of assets without regard to distribution, quality or functionality. Higher LOS is achieved only by adding assets, regardless of the location, condition, or quality of those assets. In theory, the LOS provided by assets should be based on their location and quality as well as their quantity, which is why this table should be used with discretion, and only in combination with the other analyses presented here. One of the major limitations of this type of analysis is striking in this example.

The Henderson system can also be compared to recent national statistics published by the National Recreation and Park Association in its “2018 NRPA Agency Performance Review: Park and Recreation Agency Performance Benchmarks.”

A comparison of like components from the capacity table and the National Recreation and Park Association (NRPA) report shows the following:

- Henderson exceeds the median population to component ratio for basketball courts, dog parks, and diamond field but fails to meet the ratio in playgrounds, tennis courts, and youth soccer fields.

Similar calculations can also be made based on acres of land and parks per 1,000 residents. This capacity table indicates that Henderson provides approximately 4.3 acres per 1,000 people or 232 people per acre of “park.” There is nothing to indicate that the 5.5 acres per thousand is right or wrong at this time.

Table 14: Henderson Capacities

Park/Land Types	Henderson Park Acres	Current Ratio per 1,000 Residents	Current Service Level based upon Population (290,567 in 2017)			COH Established Service Levels from 2008 Master Plan (NRPA benchmarking)			Meets Standard/ Needs Exist	Current Additional Needed to Meet Service Levels	Future Total Service Level based upon Population Projections	Number that should be added to achieve current ratio or established service levels at projected population	NRPA 2018 Park Metrics Median Number of Components per Population			Meets Standard/ Needs Exist
Regional Parks	681		2.3	acres per	1000	NA			NA	NA	NA	NA				
Community Parks	254.3		0.9	acres per	1000	2.75	acres per	1,000	Needs Exist	545	965	711				
Neighborhood Parks	305.9		1.1	acres per	1000	1.75	acres per	1,000	Needs Exist	203	614	308				
Other Park Lands	8.8		0.03	acres per	1000	NA			NA	NA	NA	NA				
Total Park Acres	1250		4.3	acres per	1000	5.5	acres per	1,000	Needs Exist	348	1,931	681	12.7	acres per^	1,000	Below Median
Components																
Aquatics, Spray Pad	17	0.06	1	Structure per	17,092	NA			NA	NA	21	4	NA			NA
Basketball Court	50	0.17	1	Court per	5,811	1	Court per	7,000	Meets Standard	NA	50	Meets Future Needs	1	Court per	7,122	Meets Median
Basketball, Practice	20	0.07	1	Court per	14,528	NA			NA	NA	24	4	NA			NA
Concessions	9	0.03	1	Structure per	32,285	NA			NA	NA	11	2	NA			NA
Diamond Field	53	0.18	1	Field per	5,482	NA			NA	NA	64	11	1	Field per*	6,519	Meets Median
Dog Park	16	0.06	1	per	18,160	1	per	30,000	Meets Standard	NA	12	Meets Future Needs	1	per	41,500	Meets Median
Educational Experience	12	0.04	1	per	24,214	NA			NA	NA	14	2	NA			NA
Event Space	9	0.03	1	per	32,285	NA			NA	NA	11	2	NA			NA
Game Court	23	0.08	1	Court per	12,633	NA			NA	NA	28	5	NA			NA
Garden, Display	6	0.02	1	per	48,428	NA			NA	NA	7	1	NA			NA
Horseshoe Court	37	0.13	1	Court per	7,853	NA			NA	NA	45	8	NA			NA
Loop Walk	36	0.12	1	per	8,071	NA			NA	NA	43	7	NA			NA
Open Turf	75	0.26	1	per	3,874	NA			NA	NA	91	16	NA			NA
Passive Node	11	0.04	1	per	26,415	NA			NA	NA	13	2	NA			NA
Pickleball Court	4	0.01	1	Court per	72,642	NA			NA	NA	5	1	NA			NA
Picnic Ground	17	0.06	1	per	17,092	NA			NA	NA	21	4	NA			NA
Playgrounds, All Sizes	60	0.21	1	Structure per	4,843	1	Structure per	4,000	Needs Exist	13	88	28	1	Structure per	3,600	Below Median
Rectangular Field, All Sizes	40	0.14	1	Field per	7,264	NA			NA	NA	48	8	1	Field per#	6,039	Below Median
Shelter, Large	54	0.19	1	Structure per	5,381	1	Structure per	4,500	Needs Exist	11	78	24	NA			NA
Shelter, Small	135	0.46	1	Structure per	2,152	1	Structure per	4,500	Meets Standard	NA	78	Meets Future Needs	NA			NA
Skate Park, All Sizes	9	0.03	1	Park per	32,285	1	Park per	40,000	Meets Standard	NA	9	Meets Future Needs	NA			NA
Tennis Court	56	0.19	1	Court per	5,189	NA			NA	NA	68	12	1	Court per	4,545	Below Median
Trailhead	22	0.08	1	per	13,208	NA			NA	NA	27	5	NA			NA
Volleyball Court	25	0.09	1	Court per	11,623	1	Court per	10,000	Needs Exist	5	35	10	NA			NA
Trails (in miles)	180		0.62	miles per	1,000	0.37	miles per	person	Meets Standard	NA	130	Meets Future Needs				
Aquatic Center/ Indoor Pool (in sq ft)	84,864		0.29	sf per	person	0.25	sf per	person	Meets Standard	NA	87,762	2,898				
Recreation/Fitness Center (in sq ft)	282,422		0.97	sf per	person	1.07	sf per	person	Needs Exist	28,485	375,621	93,199				

Calculations based on population projections : 290,567 in 2017 and 351,048 in 2027

^Comparison based on median for greater than 250,000 population comparison

The remaining NRPA comparisons are based on less than 500 residents per square mile

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*NRPA Reports the following Diamond Field types

Diamond Fields: baseball - youth	6,519
Diamond Fields: tee-ball	14,511
Diamond Fields: softball fields - youth	9,900
Diamond Fields: softball fields - adult	12,000
Diamond Fields: baseball - adult	18,880

#NRPA Reports the following Rectangular Field types

Rectangular Fields: multi-purpose	8,055
Rectangular Fields: soccer field - youth	6,039
Rectangular Fields: soccer field - adult	12,000
Rectangular Fields: football field	24,742

Key Conclusions

Proximity, availability of transportation, and pedestrian barriers are relevant factors impacting City of Henderson levels of service. The access to recreation opportunities is reasonably equitable across Henderson, especially given resident access to motorized transportation. Analysis would indicate that Henderson is currently providing its recreation opportunities in the form of larger more developed regional and community parks. Pedestrian barriers do hinder walkable access based on current parks and recreation assets.

The most obvious way to increase overall LOS is to add assets in any area with lower service or acquire land or develop partnerships in areas lacking current service. However, as fewer people tend to live in many of these low-service and no-service areas, a more effective approach is to increase service in areas where localized population is greater, but service is low. Additional analysis and a review of the information received from surveys, focus groups, and other sources including staff knowledge will be needed in context to further identify the best locations for future improvements.

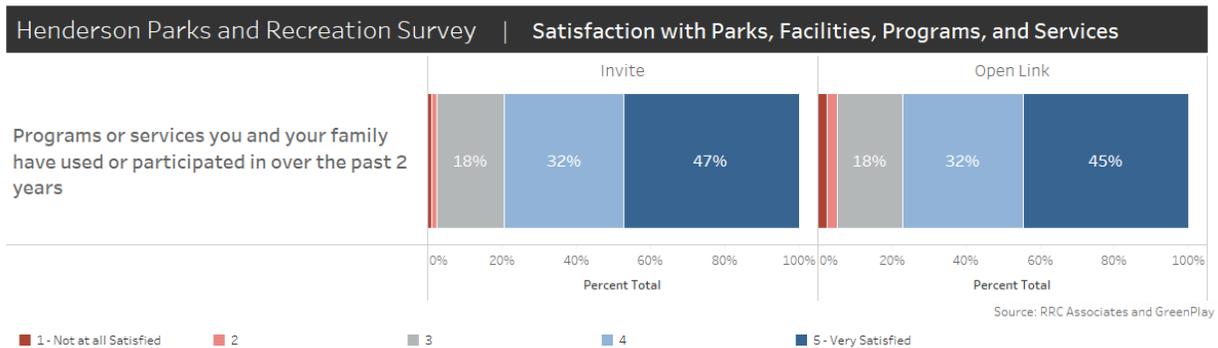
H. PROGRAMS AND SERVICES GAPS

An analysis of programs and services was generated by consolidating information from the public forums, the statistically valid survey, and meetings with the parks and recreation staff. From these sources and through analysis of current offerings by the GreenPlay team, recommendations were generated to help fill in the identified opportunities and gaps to better serve Henderson residents.

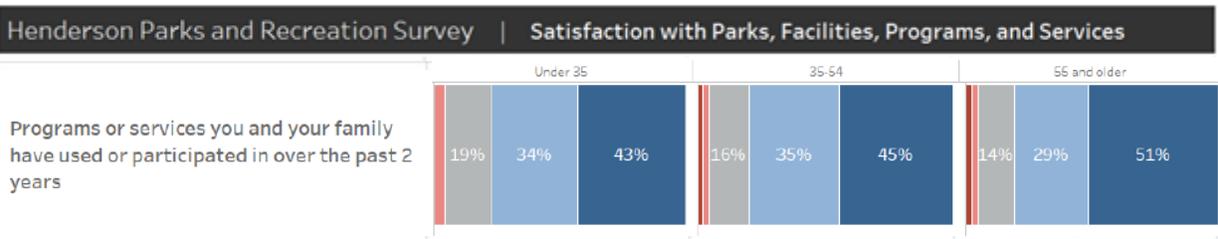
Program Offerings in Henderson

The program offerings in Henderson are impressive. Residents of the City have access to a variety of programs, ranging from traditional sports, music classes, martial arts, gymnastics and tumbling, fitness classes, education and personal development, early childhood development, language arts, dance and cheer, 50+ excursions, computers and engineering, arts and crafts, acting and drama, canine classes, and many more. The satisfaction with the quality (and quantity) of these programs should not be underestimated. These recreational programs will continue to be a strength of the Parks and Recreation Department as long as the quality of programs continues and the awareness of those offerings are strongly communicated.

First, before looking into the specifics, it is important to understand how the overall program delivery was perceived by those who took the survey. Over 79 percent of residents stated that they were satisfied with the quality of programs offered in the last two years, while over 45 percent of respondents said that they were “very” satisfied. This was consistent across the statistically valid survey as well as the open link survey. In addition, focus group participants vocalized that they were pleased with the variety of unique recreation programs.



Looking at the cross tabulation of satisfaction by age groups, those that were 55 and over were more satisfied with the programs and services (as well as parks and recreation facilities) than any other age group.



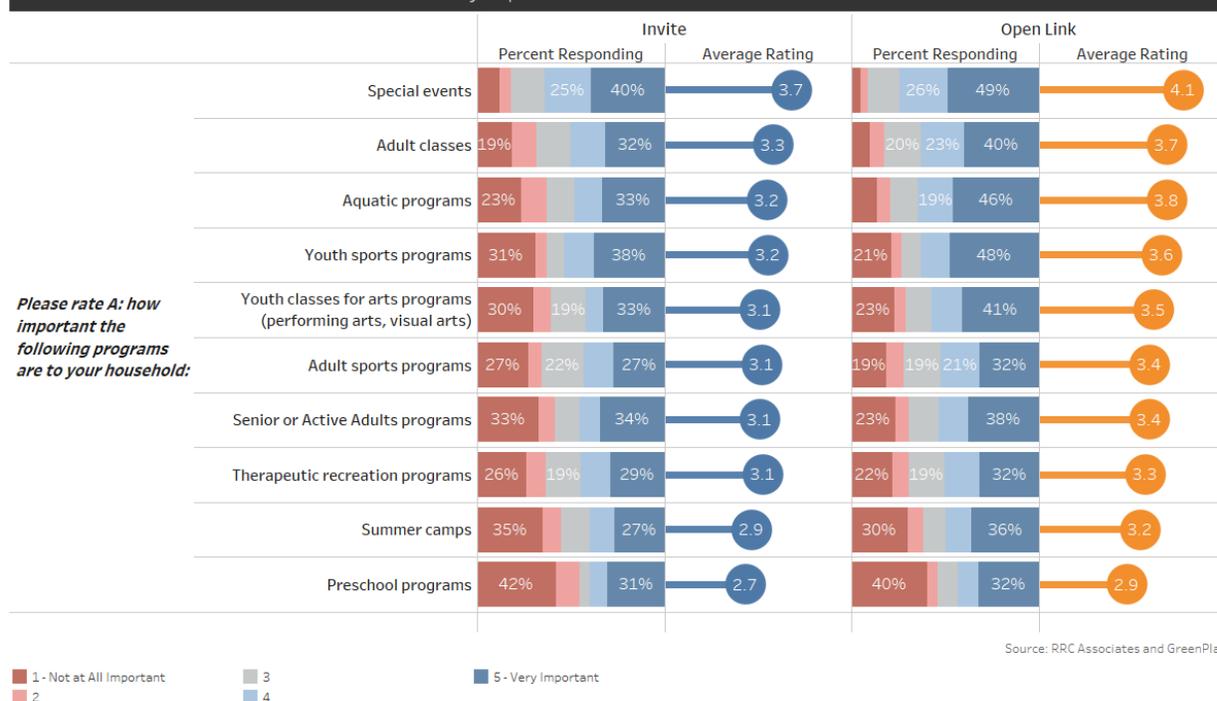
These results were validated in the intercept survey. Approximately 62 percent of those polled stated that they were very satisfied with the programs and services that their family has used in the last two years.

Perceived Program Importance

When asked how important existing programs are to their household, special events (3.7), adult classes (3.3), aquatic programs (3.2), and youth sports (3.2) are most important to invitation respondents. For open link respondents, similar levels of importance are given to programs, with generally higher averages especially for special events (4.1), adult classes (3.7), and aquatic programs (3.8).

Key Takeaway
 Henderson households are most satisfied with special events, adult classes, youth programs, and aquatic programs.

Henderson Parks and Recreation Survey | Current Parks and Facilities



Meeting the Needs of Henderson Households

Knowing the importance of each of those programs, the survey then asked about if the programs were meeting the needs of Henderson households. Special events and performing arts/pavilion events, youth sports programs, and aquatic programs (4.0 each) all top the list. For the open link survey, slightly lower needs met were perceived, but only by a very small margin. The public meetings confirmed that there may be a perceived lack of cultural and art programs by the City. Participants wanted to see additional public art and art programs, not only for active adults but also for youth.

Special Events in Henderson

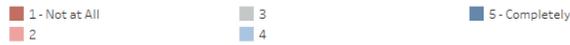
The Henderson Parks and Recreation Department sets the bar high with a wide variety of unique community and special events. In any given month, the City coordinates 10 to 30+ special events, ranging from Vintage Market and Craft Sales, to Glow-in-the-Dark Nerf Wars, to Bark in the Park, to Cosmic Swims, and so much more. To illustrate these offerings, the Spring 2019 "Henderson Happenings" magazine lists over 67 special events that will occur in the City from January to May. These are in addition to the hundreds of weekly and specialty recreation programs offered at the recreation facilities during that time.

Something to Celebrate!
Special Events are extremely important to Henderson Households, and they meet the needs of the community!

Henderson Parks and Recreation Survey | Current Parks and Facilities

	Invite			Average Rating	Open Link			Average Rating
	Percent Responding				Percent Responding			
Aquatic programs	25%	22%	45%	4.0	32%	37%	3.9	
Performing arts / Pavilion events	24%	25%	44%	4.0	37%	35%	3.9	
Senior or Active Adults programs			48%	4.0	29%	36%	3.8	
Special events			45%	4.0	36%	36%	3.9	
Summer camps	23%		49%	4.0	28%	34%	3.7	
Youth sports programs	31%		42%	4.0	33%	37%	3.9	
Adult classes	26%		41%	3.9	24%	32%	3.7	
Therapeutic recreation programs			43%	3.9	26%	32%	3.6	
Youth classes for arts programs (performing arts, visual arts)			43%	3.9	23%	30%	3.7	
Adult sports programs	25%		40%	3.8	25%	28%	3.7	
Preschool programs			44%	3.8	24%	33%	3.6	

Please rate B: rate how the following programs are meeting the needs of Henderson



Source: RRC Associates and GreenPlay

During the information gathering stage of the Master Plan Process, participants were asked to think about unique program offerings that they would like to see. Focus group participants generated the following ideas:



Roller Hockey/Ice Hockey



BMX Bike Classes/Competitions



Cultural/Ethnic Programs



Drone Classes/Challenges



Fun Runs, Ninja Warrior Runs



New Water Sports



Pickleball



Ping Pong



Classes for Teens



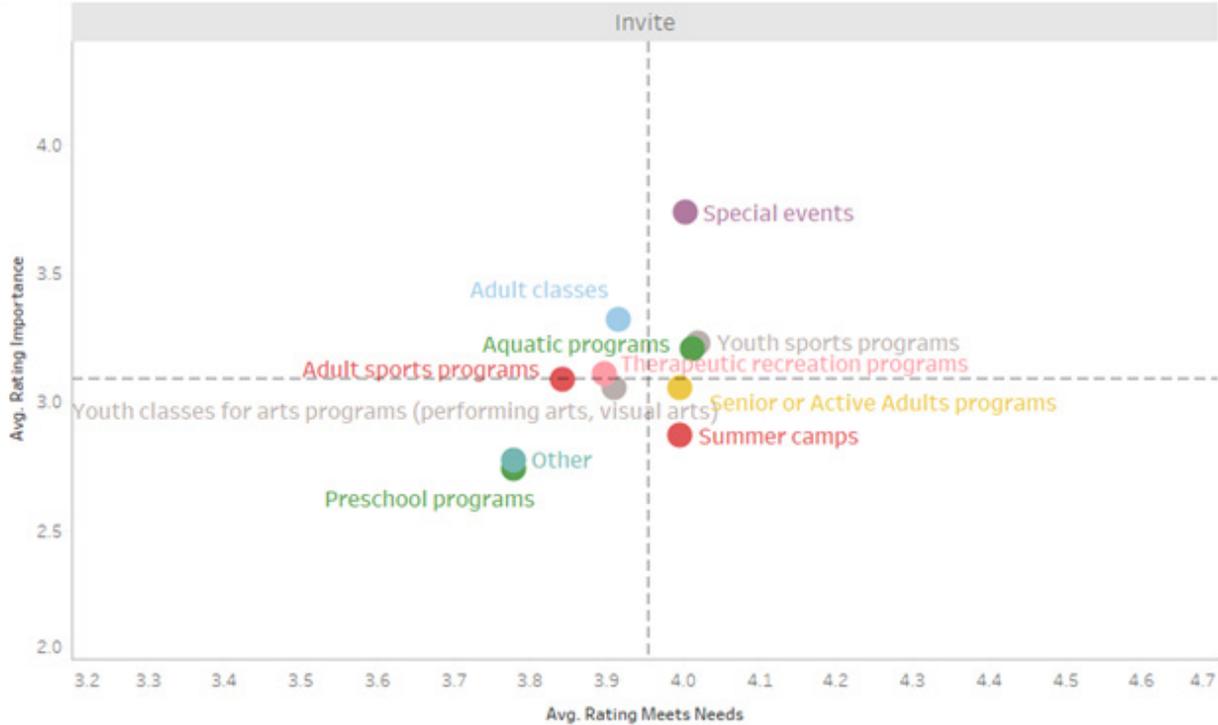
Running Clubs & Challenges

Key Program Priorities

Using the Performance Matrix to test the level of importance versus the needs met, the survey revealed that there should be additional consideration to improve three primary program types: adult classes, adult sports programs, and therapeutic recreation programs. These three areas were identified as having high importance to the community, but having an opportunity to meet additional needs. The open link survey revealed similar results; however, these respondents prioritized youth classes for arts programs, such as performing arts and visual arts, a theme that the team also heard in the focus group meetings. As indicated in the figure below, the lack of programs in the top left corner of the matrix (high importance, low needs met), is a strong indication of the program success of the department.

Priorities Moving Forward
 Focus on increasing number of quality programs related to Adult Classes, Adult Sports Programs, and Therapeutic Recreation.

Henderson Parks and Recreation Survey | Level of Importance vs. Needs Met for Current Programs - Invitation



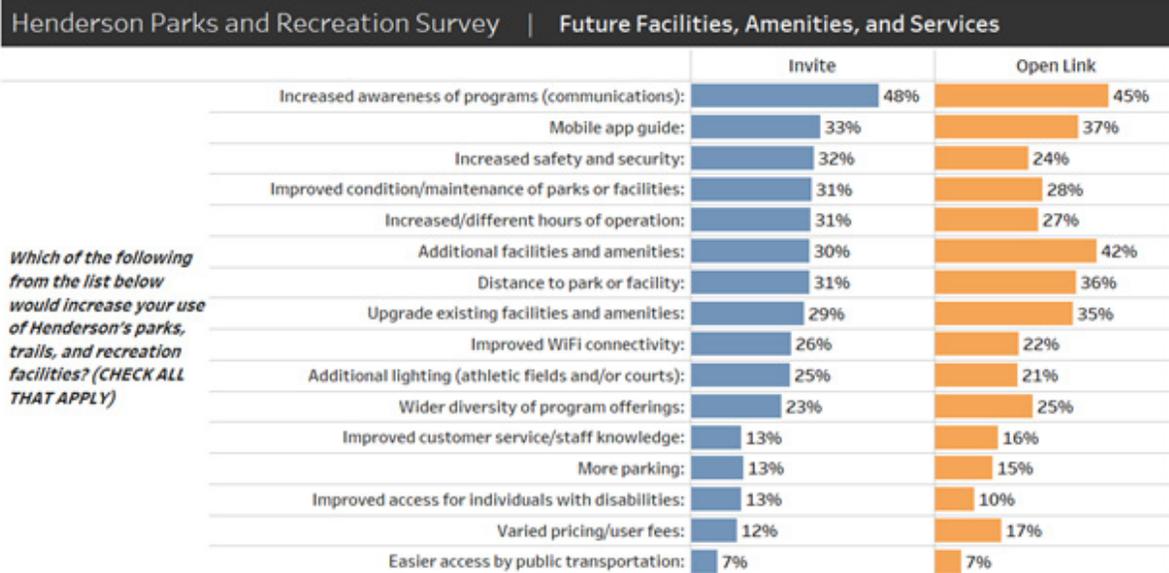
Source: RRC Associates and GreenPlay

Increasing Program Participation

The survey then asked about the barriers to program participation, and what would increase usage of those programs (this question also included facility usage). Invitation respondents are most likely to highlight better awareness of programs (48 percent), the mobile app guide (33 percent), increased safety and security (32 percent), improved condition/maintenance (31 percent), and increased/different hours of operations (31 percent). Open link results are somewhat different with increased awareness (45 percent), additional facilities (42 percent), distance of park/facility (36 percent), and mobile app guide (37 percent) ranking higher than in the invitation survey.

Communication is Key
Increase participation through awareness of programs and services.

Around the country, it is common for increased awareness of programs to top the list. Marketing the services and offerings of parks and recreation has often proven difficult, as there is often a lack of dedicated staff and resources. Knowing that 48 percent of survey respondents stated that increased awareness of programs would increase participation, it may be worth considering the investment of additional resources such as communications.



Source: RRC Associates and GreenPlay

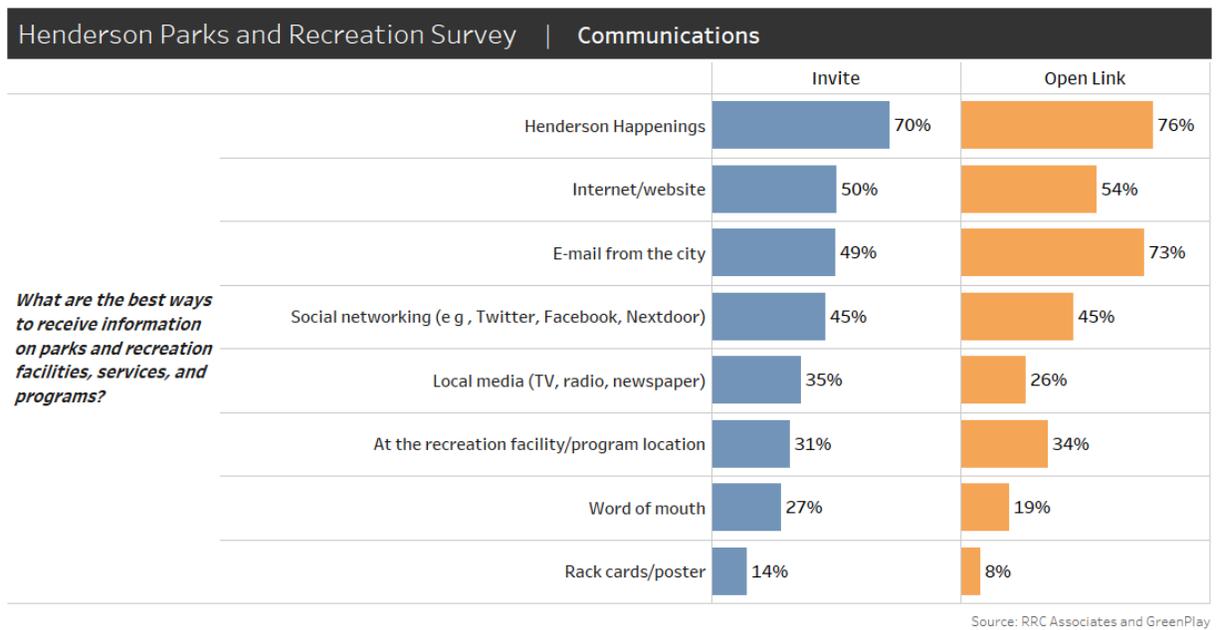
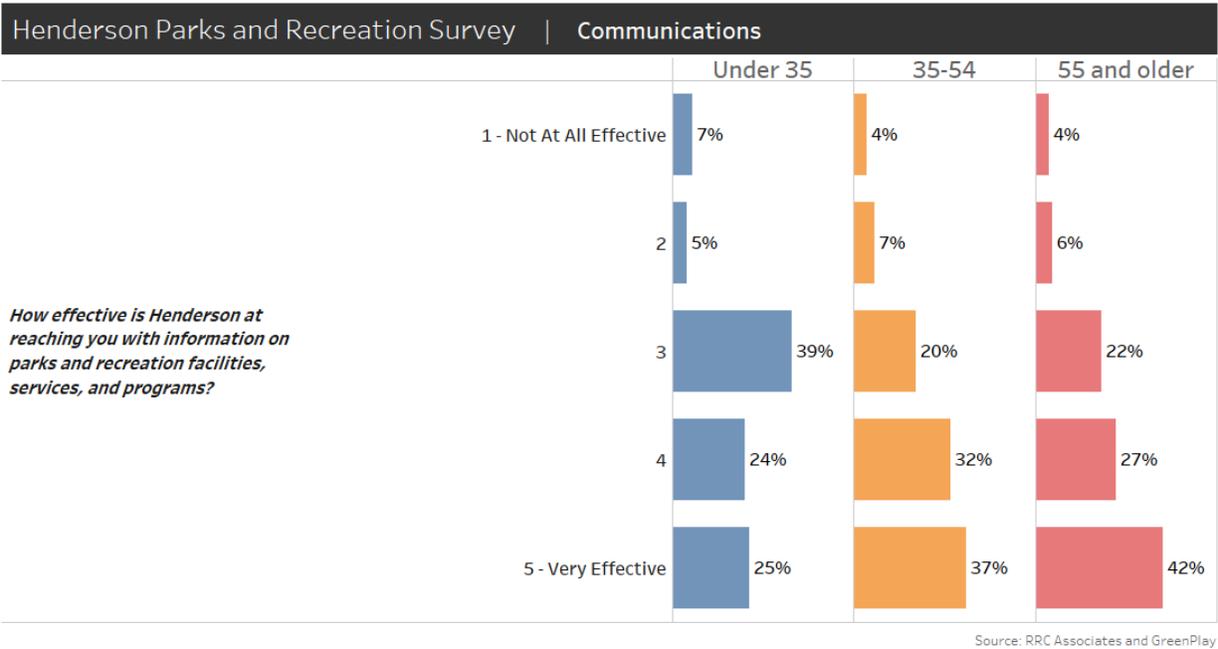
Room to Improve

Since 42 percent of residents only rated communication at a 3 out of 5, there is significant opportunity to enhance awareness of offerings.

Measuring Communication Efforts

The effectiveness of communication was explored more in the survey by asking how well the Henderson Parks and Recreation department was able to reach Henderson households about their offerings. Communication effectiveness of the City was rated on a scale of 1 = "not at all effective" to 5 = "very effective." For invitation respondents, 49 percent rated current communication on parks and programs as "effective" (rating 4 or 5). Open link respondents saw 68 percent responding with a 4 or 5. Only 6 percent of invitation respondents and 11 percent of open link rated either a 1 or 2, signaling few individuals

who perceive communication as ineffective. There was a direct correlation between age and perceived effectiveness of communication. While 42 percent of those 55 and older indicated that Henderson was very effective in communication, only 25 percent of those under 35 gave that same rating. Likewise, 39 percent of those under 35 gave communication a 3 out of 5 rating, while only 22 percent of those 55 and older gave the same.



Best Ways to Receive Information

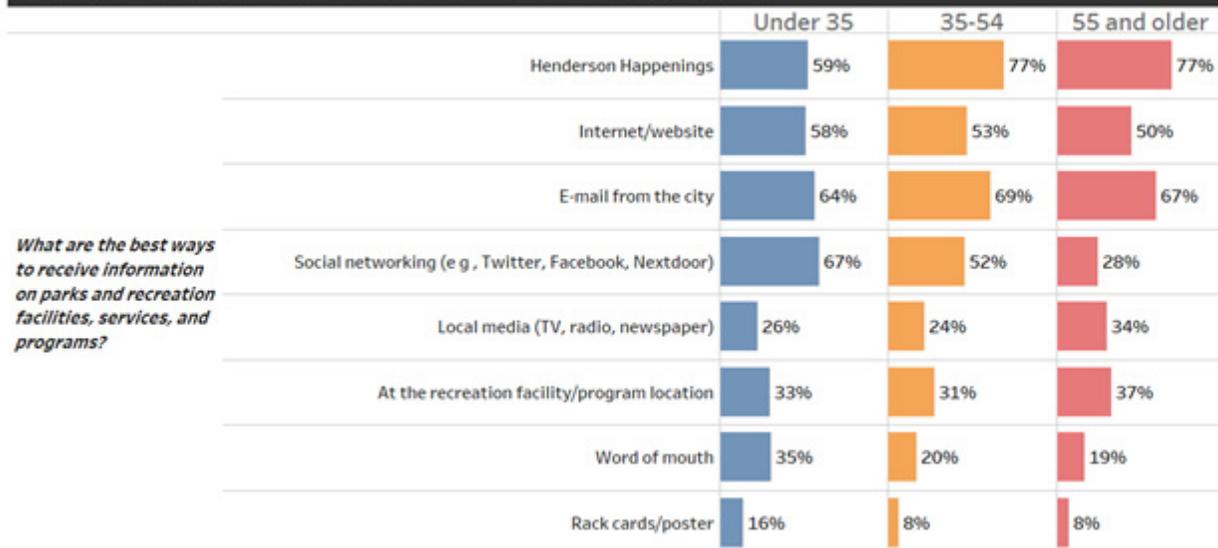
The survey then asked about the most effective ways to receive information about programs and offerings. Respondents indicated in both the invitation and open link groups that the Henderson Happenings was the most effective way to receive information (70 percent invitation, 76 percent open link). Internet/website (50 percent invitation, 54 percent open link), e-mail from the City (49 percent invitation, 73 percent open link) are highlighted as the next best options with social networking close behind (45 percent each). Those under 35 preferred to receive information by social media (67 percent) more than any other method, including “Henderson Happenings.”

What’s Happening in Henderson?

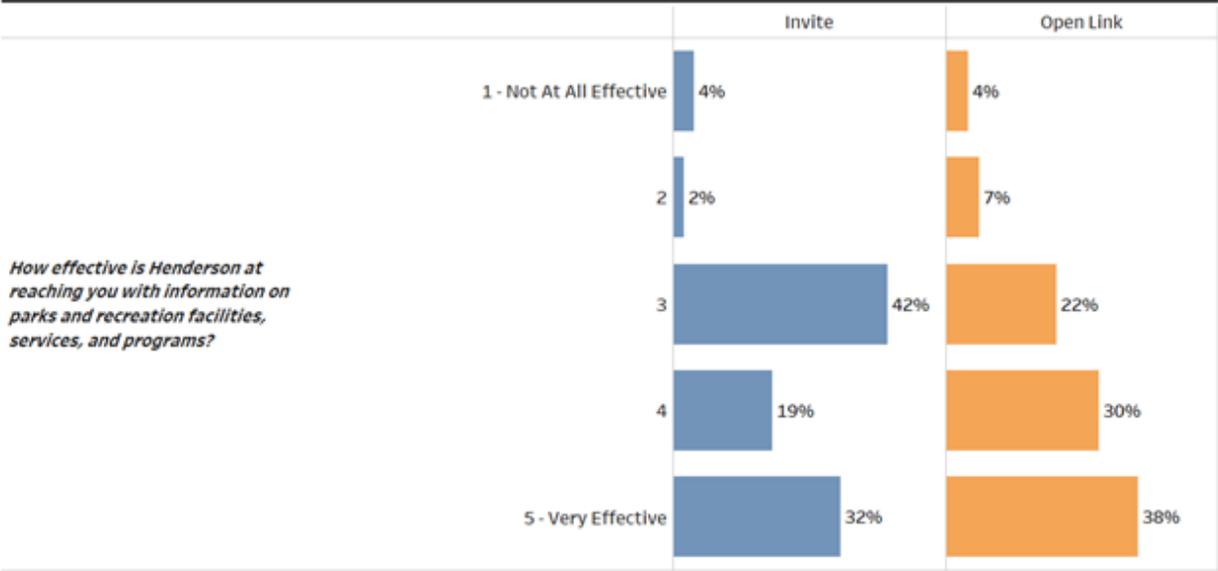
Respondents agreed that Henderson Happenings was the best way to receive information. Concerted effort should be placed on website and email marketing moving forward. To reach those under 35, focus on social media.

These results were again validated with the intercept survey. Over 58 percent of intercept participants noted that they would prefer to receive program information through Henderson Happenings. The internet/website and emails also rated highly (as third and fourth measures, respectively); however, there was also additional desire to receive information at the recreation facility or program location.

Henderson Parks and Recreation Survey | Communications



Source: RRC Associates and GreenPlay



I. ALTERNATIVE FUNDING AND PARTNERSHIPS

The City of Henderson requested examples of funding mechanisms and potential partnership funding sources. GreenPlay has compiled an extensive list of potential funding sources for public parks and recreation identified through over 15 years of consulting with agencies across the United States. They are provided for agencies to review for potential use in their own agencies. Many may already be in place, and some may not be permissible in certain states or jurisdictions; however, others may be useful.

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, “borrowed funds” sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval.

The full listing of potential funding mechanisms and funding sources is located in **Appendix C**. Final funding methods should be part of the more detailed capital planning and full feasibility analysis for each new amenity, but these resources should help.

Sponsored By: 

HOME OF CHAMPIONS
Roman Jaworsky
 2014 National #1 Boy's Amateur

Connor Fields
 2012 Olympian
 2012, 2014, 2016 USAC National #1 Elite

Jordan Scott
 2013 National #1 Girl's Cruiser



BMX Racing at Whitney Mesa Recreation Area

III. SUMMARY OF KEY FINDINGS

Generally, findings from the public input process consistently identified an appreciation of existing facilities, programs, and services being offered by the City of Henderson Parks and Recreation Department. Key issues were identified using a number of tools including review of existing plans and documents, focus groups, stakeholder meetings, a community survey, inventory, and level of service analysis. The information gathered from these sources was evaluated, and the recommendations were developed that address these key issues and can be found as specific objectives in the action plan section of this document, starting on page 83:

- Concentrate on connectivity of trails
- Expand unpaved trails and bike paths
- Ensure that all residents are located within a 10-minute walk to parks; high walkability to programs and events is important
- Increase adult classes, classes for middle school aged children, and therapeutic recreation classes
- Update and modernize current recreation centers
- Look into future funding sources for parks and recreation
- Continue to maintain existing facilities to a high level – be proactive
- Stay ahead of the curve with recreation trends, unique programs, and modernized facilities
- Plan for changing demographics and growth, including additional families and more seniors
- Create a greater “sense of ownership” among more park users
- Enhance safety and security features in the parks
- High population of dog owners, some with specialized needs for equipment
- Plan for the future of West Henderson
- Continue to develop access and amenities for all ages and abilities
- Be proactive with new technology in parks – Wi-Fi, registration system, online payments



Soccer at Acacia Park



Winterfest at Downtown Events Plaza



The Little Mermaid at the Henderson Pavilion

IV. RECOMMENDATIONS AND ACTION PLAN

Residents and community leaders are increasingly recognizing that parks and recreation facilities, programs, and services are essential to creating and maintaining communities where people want to live, work, play, socialize, recreate, learn, and visit. These specific recommendations and action plans have been developed to assist the City of Henderson achieve its mission - to provide services and resources that enhance the quality of life for those who live, learn, work, and play in our city.

A. ACTION PLAN AND PRIORITIZATION

The following goals, objectives, and action items for the recommendations are drawn from the public input, inventory, level of service analysis, findings feedback, and all of the information gathered during the master planning process. The primary focus is maintaining, sustaining, and improving the City of Henderson’s parks, facilities, programs, and services. Funding availability, staff buy-in, and political and community support will play significant roles in future planning efforts. All cost estimates are in 2018 figures where applicable. Most costs are dependent on the extent of the enhancements and improvements determined. Many of these goals, objectives, and action items are discussed and specific examples and recommendations are given in the narrative following the tables.



Sonata Park

Timeframe to complete is designated as:

- Short-term (up to 3 years)
- Mid-term (4-6 years)
- Long-term (7-10 years)
- Ongoing (occurs on a continuous basis)

Goal 1: Enhance Access to Facilities and Amenities

Objective 1.1: Continue to maintain existing facilities to a high level – be proactive.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.1.a Continue to monitor existing deferred maintenance plan for funding updates and maintenance; review annually, determine number and type of amenities, and research additional resources and funding.	Will vary based on projects	TBD	Mid-Term

1.1.b Continue to monitor the condition of existing facilities, parks, trails and pathways, and park shelters, as these facilities have been identified by residents as being of high importance.	N/A	Staff Time – may increase with addition of new or expanded facilities	Ongoing
1.1.c Standardized evaluation methods and instruments to measure and track the level of quality of maintenance of these areas are already in place and should be continued to be used on a regular basis.	N/A	Staff time	Short-Term
1.1.d Provide additional staff and resources to ensure continuous maintenance of these areas should be considered. Maintenance staffing should be monitored and adjusted as needed to meet current demand for services, and a staffing plan for future growth should be developed.	N/A	Staff Time, potential costs for additional FTEs, PTEs and/or seasonal staff	Ongoing
1.1.e Continue regular inspections of all facilities, parks, trails, and open spaces.	N/A	Staff Time	Ongoing
1.1.f Maintenance projects and annual maintenance needs should be funded on a regular schedule. <ul style="list-style-type: none"> Priorities for future maintenance projects should be developed and reviewed regularly. 	Will vary based on projects	TBD	Short-Term
1.1.g Capital improvement plans, costs, and phasing recommendations and implementation plans should continue to be developed to prioritize items/projects. <ul style="list-style-type: none"> Appropriate funding should be provided to address the capital improvement plans. 	N/A	Staff Time or possible contract with consultant	Short-Term
1.1.h Continue to monitor and adjust park amenities standard and guidelines.	N/A	Staff Time	Ongoing
Objective 1.2: Explore improving/adding trail and pathway connectivity.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.2.a Continue to develop pathways and expand to connect neighborhoods and parks, and to connect people to trails as detailed in current Master Bicycle and Trail Plan approved by City Council February 2014.	Will vary based on material and construction	\$0	Ongoing
1.2.b Add signage, wayfinding, and mobile apps to enhance trail and pathway participant experience.	Cost of signage and installation	Staff Time, cost of mobile apps	Ongoing

Objective 1.3: Update and modernize existing recreation centers.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.3.a: Develop a long-term capital plan for funding updates and modernizing/ repurposing/renovating older facilities; review annually; develop sustainable facilities, determine number and type of amenities.	Will vary depending on scope of each project	TBD	Long-Term
Objective 1.4: Enhance safety and security features in the parks and facilities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.4.a Add lights at parks and facilities to increase general safety and security, add security cameras and monitor - refer to recommendations detailed in the existing Security Audit.	Will vary depending on scope of each project	Additional Staff Time	Short-Term
Objective 1.5: Continue to develop access and amenities for all ages and abilities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.5.a Update the Department's design guidelines to include universal design amenities for all ages and abilities and pursue dedicated funding.	Will vary based on location and future amenities added	Will vary based on location and future amenities added	Mid-Term
1.5.b Review and update annually the Department's ADA Transition Plan.	N/A	Staff Time	Ongoing
Objective 1.6: Add specialized facilities and equipment for dog training and sports.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.6.a Add specialized facilities/equipment for dog training and sports – such as - shows, agility courses when funds are available, repurpose existing space if possible, look for potential partnerships.	Will vary based on future amenities added	TBD	Mid-Term
Objective 1.7: Update and modernize existing park amenities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.7.a Consider capacity tables and high demand components when adding or replacing park components or facilities.	Will vary based on location and future amenities added	Staff Time	Mid-Term
1.7.b Address low-scoring components and modifiers by using step-by-step planning process to improve level of service (see Appendix A on page 135 for list).	Will vary based on location and future amenities added	Staff Time	Ongoing

1.7.c Continue to monitor the long-term implementation plan for funding updates and maintenance; review annually.	N/A	Staff Time	Long-Term
Objective 1.8: Explore adding additional parks in areas of low service.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.8.a Add additional parks in areas of low service. Develop a plan for the associated needed funding.	Will vary based on location and future amenities added	Staff Time	Mid-Term
1.8.b Address low-scoring components and modifiers in low service areas by using step-by-step planning process to improve level of service.	Will vary based on location and future amenities added	Staff Time	Ongoing
Objective 1.9: Repurpose underutilized park amenities/modernize older parks.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.9.a Follow the existing implementation plan for funding updates, consider feasibility studies for older/underutilized parks.	\$35,000 - \$40,000 per Feasibility Study	Staff Time	Mid-Term
1.9.b Use LOS recommendations section to address low scoring parks and park amenities.	Will vary based on location and future amenities added	Staff Time	Mid-Term
Objective 1.10: Explore opportunities to add tournament-scale indoor sports complex.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.10.a Look for opportunities for joint ventures and partnership opportunities to develop a tournament-scale indoor sports complex for the region. Conduct a Feasibility/Conceptual Study to determine the feasibility and best method to gain community support.	\$35,000 - \$40,000 per Feasibility Study	Staff Time	Short-Term
Objective 1.11: Explore opportunities to add athletic fields.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.11.a Continue to implement existing plans and Master Plan, look at current field inventory, and determine how the existing athletic fields can be better utilized.	N/A	Staff Time	Ongoing
1.11.b When developing new facilities, consider multi-field complexes, look for partnership opportunities.	TBD	Staff Time	Ongoing

1.11.c A Feasibility/Conceptual Study to determine the feasibility and best method to gain community support would be recommended.	\$35,000 - \$40,000 per Feasibility Study	Staff Time	Mid-Term
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Objective 1.12 Explore opportunities to add an ice rink and ice sports.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.12.a Look for partnership opportunities for adding an ice rink for future facility additions.	N/A	Staff Time	Mid-Term
1.12.b Conduct a Feasibility/Conceptual Study to determine the feasibility and best method to gain community support.	\$35,000 - \$40,000 per Feasibility Study	Staff Time	Mid-Term
Objective 1.13 Explore opportunities to add additional facilities in West Henderson.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.13.a Follow recommendations detailed in West Henderson Master Plan and Inspirada Developer Agreement to add facilities in West Henderson.	Will vary based on future facilities and future amenities added	Staff Time	Mid-Term
1.13.b Conduct a Feasibility/Conceptual Study to determine the feasibility and best method to gain community support.	\$35,000 - \$40,000 per Feasibility Study	Staff Time	Mid-Term
Objective 1.14 Add cycle amenities to existing facilities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.14.a Add cycle amenities such as showers and locker rooms to existing facilities and future facility additions.	Will vary based on future amenities added	TBD	Mid-Term
1.14.b Explore opportunities partnerships and grants.	N/A	Staff Time	Ongoing
Objective 1.15 Enhance bird preserve and wetlands.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.15.a Explore opportunities to enhance bird preserve and wetlands. Consider for future facility additions.	Will vary based on future amenities added	Staff Time	Mid-Term
1.15.b Pursue grant opportunities, partnerships, and other funding opportunities.	N/A	Staff Time	Ongoing

Objective 1.16: Increase public art throughout the park system.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.16.a Explore opportunities to add public art in public spaces where appropriate, per criteria in the Cultural Arts Plan.	Will vary based on the type of art added	Staff Time	Ongoing
1.16.b Pursue grant opportunities, partnerships, and other funding opportunities.	N/A	Staff Time	Ongoing
Objective 1.17: Keep the 10-minute walk to a park as a desired standard.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
1.17.a Continue to keep the 10-minute walk to a park as a desired standard.	N/A	Staff Time	Ongoing
1.17.b Create a pedestrian network dataset by adding HOA parks and other service providers to a dataset.	N/A	Staff Time	Ongoing
1.17.c Pursue grant opportunities, partnerships, and other funding opportunities.	N/A	Staff Time	Ongoing

Goal 2: Continue to Enhance Programs and Service Delivery and Affordability

Objective 2.1: Monitor the participation and usage of the programs, facilities, and services and make appropriate adjustments based on collected data.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
2.1.a Continue to conduct regular facility and participation counts for programs, facilities, and services to determine usage and feasibility of continuing current programs or changing the program offerings to better utilize available resources.	N/A	Staff Time	Ongoing
2.1.b Continue to conduct program evaluations at the end of each program session to determine participants' level of satisfaction and direct appropriate programming changes or adjustments.	N/A	Staff Time	Ongoing
2.1.c Based on trends and demand, look to partner with other providers to expand and enhance programming.	N/A	Staff Time	Short-Term

Objective 2.2: Enhance cultural and ethnic special events and programming.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
2.2.a Explore new cultural and ethnic special events, possibly themed by the community or season of the year, based on community demand and trends.	N/A	Staff Time	Ongoing
2.2.b Research and implement programs in partnership with local outreach.	N/A	Varies based on events and event management	Ongoing
Objective 2.3: Explore opportunities to increase unique and trending programs based on demand, trends and generational groups.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
2.3.a Consider adding new classes and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	N/A	Varies based on programs and contracted services	Short-Term
2.3.b As new programs and services are developed and implemented, continue to create a balance between passive and active recreation.	N/A	Staff Time	Ongoing
2.3.c Consider ideas generated by focus group participants when looking to add new programming opportunities.	N/A	Staff Time	Ongoing
Objective 2.4: Continue to work with other service providers to develop programs and service to meet demand and trends.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
2.4.a Continue to look for opportunities to expand programs while working with other service providers within the community, and formalize these agreements in writing.	N/A	Varies based on programs and activities	Ongoing
Objective 2.5: Explore opportunities to add additional adult classes, adult sports programs, and therapeutic recreation classes based on Henderson's changing demographics.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.5.a Add new classes and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	N/A	Staff Time	Ongoing
2.5.b As new programs and services are developed and implemented, continue to create a balance between passive and active recreation.	N/A	Staff Time	Ongoing

Objective 2.6: Explore opportunities to add eSports.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.6.a Add eSports as a new activity and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	N/A	Staff Time	Short-Term
2.6.b Explore adding eSports to existing facilities and/or future facilities, look for partnership opportunities.	TBD	Staff Time	Short-Term
Objective 2.7: Explore opportunities to add additional skating programs.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.7.a Add additional skating programs such as roller hockey and ice hockey, and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	TBD	Staff Time	Mid-Term
Objective 2.8: Explore opportunities to add BMX bike programs and adventure sports.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.8.a Add BMX bike programs and adventure sports. Consider addressing current facility conditions and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	TBD	Staff Time	Mid-Term
Objective 2.9: Explore opportunities to add drone competitions.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.9.a Add drone competitions and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	TBD	Staff Time	Short-Term

Objective 2.10: Explore opportunities to add additional fun runs, ninja warrior runs, and other adventure runs.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.10.a Add additional fun runs, ninja warrior runs, and other adventure runs and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	TBD	Staff Time	Short-Term
Objective 2.11: Explore opportunities to add additional pickleball opportunities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.11.a Add additional pickleball opportunities such as classes and clinics, and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	TBD	Staff Time	Short-Term
Objective 2.12: Explore opportunities to add middle school age programs.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
2.12.a Add middle school age programs and monitor their success (participation/customer satisfaction/cost recovery) following existing program life cycle analysis.	TBD	Staff Time	Short-Term
2.12.b Continue to partner with schools to offer after school programs for middle schoolers.	TBD	Staff Time	Short-Term

Goal 3: Continue to Enhance Organizational Efficiencies

Objective 3.1: Enhance the public's perception regarding maintenance of parks.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.1.a Enhance communication to address the perception the parks maintenance is reactionary and publicize the Department's Maintenance Plan and list of projects to highlight that the Department is actually proactive.	TBD	TBD	Short-Term

Objective 3.2: Increase staff and resources as the park system grows.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.2.a Ensure that staffing levels are adequate to maintain current performance standards. The intensity of administrative responsibilities, maintenance practices, and programming required for an increase parks system will require additional manpower and resources be focused in this area. Evaluate staffing levels to maintain current and desired performance standards.	N/A	Staff Time	Short-Term
Objective 3.3: Ensure the organizational structure of the Department remains efficient.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.3.a Regularly review the Department's organization structure and performance to ensure the maximum level of staff efficiency and greatest usage of available resources are being used to provide the best facilities, programs, and services to the City of Henderson community.	N/A	Staff Time	Short-Term
Objective 3.4: Enhance and improve external communication regarding Department activities, programs, and services to increase community awareness.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.4.a Look to enhance the Department's website as outlined in their Marketing Plan.	N/A	Additional FT or PT or seasonal staff	Ongoing
3.4.b Regularly review Marketing Plan and adjust annually to ensure that the Department stays at the forefront of Parks and Recreation agencies.	N/A	TBD	Ongoing
3.4.c The Department should continue to informally and formally survey residents to determine success of communication efforts.	N/A	TBD	Ongoing
3.4.d The Department should continue to enhance communication through email, website, and social media platforms.	N/A	TBD	Ongoing

Objective 3.5: Enhance and improve activities, programs, and services to stay ahead of recreation trends.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.5.a Continue to monitor national and regional trends, and communicate with colleagues through NRPA Connect to stay on top of the latest trends and best practices.	N/A	Staff Time	Ongoing
Objective 3.6: Enhance the sense of ownership and pride amongst park users.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.6.a Increase awareness of programs and parks by continued implementation of the Marketing Plan.	N/A	Staff Time	Ongoing
3.6.b Add new components or highlight unique features for each park.	N/A	Staff Time	Ongoing
Objective 3.7: Consider public use of school recreation amenities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.7.a Consult with public school leadership to determine what opportunities for collaboration exist.	N/A	TBD	Short-Term
3.7.b Look to maximize potential usage of school facilities as a key goal of any joint operating agreement.	N/A	TBD	Short-Term
3.7.c Increase partnerships with schools to promote use of school facilities through on-site community programming.	N/A	TBD	Short-Term
Objective 3.8: Explore additional partnerships to assist with funding, volunteering, and marketing.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.8.a Look to develop relationships with local business, service agencies, clubs, and organizations to seek funding, gifts-of-kind, volunteers, and marketing support to expand programming and enhance facilities.	TBD	TBD	Short-Term

Objective 3.9: Work with other City Departments to enhance safety and security.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.9.a Work with the Police, Public Works, and other City Departments to develop strategies to enhance safety and security in the parks.	N/A	TBD	Short-Term
3.9.b Explore improving lighting and increased police and security presence.	N/A	TBD	Short-Term
Objective 3.10: Develop policies/rules/guidelines for use of new technologies, such as drones, eBikes, eSports, etc. Research potential facilities or renovation of existing facilities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.10.a Develop policies/rules/guidelines for use of new technologies, such as drones, eBikes, eSports, etc.	TBD	TBD	Short-Term
3.10.b Consider potential facilities or renovation of existing facilities for these new technologies.	TBD	TBD	Short-Term
Objective 3.11: Plan for the future of West Henderson.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.11.a Monitor growth of the West Henderson area and add parks and amenities as appropriate and recommended in this master plan.	TBD	TBD	Mid-Term
Objective 3.12: Add and develop new technologies for the park system.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.12.a Upgrade the software for registration, payment, and reservations.	TBD	TBD	Short-Term
3.12.b Consider adding WiFi in all parks and facilities.	TBD	TBD	Short-Term
Objective 3.13: Plan for changing demographics and growth, including additional families and more seniors.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.13.a Continue to monitor local demographics and regularly seek local feedback regarding parks, programs, and services.	TBD	TBD	Short-Term

Objective 3.14: Add additional areas to de-centralize area for parks maintenance equipment and supplies.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.14.a Pursue opportunities to de-centralize maintenance operations and have satellite storage facilities.	TBD	TBD	Mid-Term
Objective 3.15: Develop an area to centralize facilities maintenance equipment and supplies.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
3.15.a Pursue opportunities to centralize facilities maintenance operations.	TBD	TBD	Mid-Term

Goal 4: Increase Financial Opportunities

Objective 4.1: Continue to monitor affordability of programs and services.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.1.a Look to opportunities to expand and enhance programs and services.	N/A	Staff Time	Short-Term
4.1.b Monitor resource allocation, spending, and cost recovery associated with program and services to ensure continued affordability for the community.	N/A	Staff Time	Short-Term
4.1.c Perform a detailed study of the costs associated with each program and service annually to assist with maintaining the appropriate level of affordability.	N/A	Staff Time	Short-Term
Objective 4.2: Utilize equitable user fees for programs and services to ensure the entire community has an opportunity to participate.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.2.a Monitor resource allocation, spending, and cost recovery associated with program and services to ensuring continued affordability for the community.	N/A	Staff Time TBD Potential increased revenue or decreased expenses	Ongoing
4.2.b Performing a detailed study of the costs associated with each program and service annually to assist with maintaining the appropriate level of affordability.	N/A	Staff Time	Short-Term

Objective 4.3: Review current Development/Developer Fees.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.3.a Monitor State regulations with regard to Development/Developer Fee levels.	N/A	Staff Time	Long-Term
4.3.b Revisit current developer contribution policies, create new urban park formula.	Potential Matching Funds TBD	Percentage of successful grants TBD	Short-Term
Objective 4.4: Explore additional funding options.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.4.a Continue to explore additional funding sources and develop strategies to seek alternative funding sources that include donations, grants, and sponsorships.	N/A	Staff Time	Short-Term
4.4.b Communication with current sponsors and donors should be conducted on a regular basis to ensure their continued positive relationships with the Department.	N/A	Staff Time	Short-Term
Objective 4.5: Explore opportunities to increase sponsorships.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.5.a Continue to explore additional sponsorship opportunities for special events, activities and standard programs as well.	Will vary based on funding source and requirements	Staff Time	Short-Term
4.5.b Evaluate all existing and future sponsorships to ensure that they are in line with existing sponsorship policies and procedures.	Will vary based on funding source and requirements	Staff Time	Short-Term
Objective 4.6: Pursue grant and philanthropic opportunities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.6.a Consider new grant opportunities available for programming and parks and facility improvements and continue to pursue any and all grant opportunities at the federal, state, regional, and local levels.	N/A or matching funds	Staff Time	Short-Term
4.6.b The Department may need to consider adding a new position or contracting with a dedicated grant writer to research, submit, and track grants.	N/A	Staff Time and Salary/Benefits	Short-Term

Objective 4.7: Pursue alternative funding opportunities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
4.7.a Explore new and alternative funding sources.	N/A	Staff Time	Short-Term
4.7.b Conduct conversations with other City Departments to explore partnerships and alternate funding sources.	N/A	Staff Time	Short-Term
Objective 4.9: Review Cost Recovery Policies.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe To Complete
4.9.a Continue to regularly conduct Cost Recovery studies to look at the Department's expenses and revenues to determine an appropriate cost recovery goal and strategies to accomplish said goal.	Will vary based on scope of project and future amenities added	Staff Time	Mid-Term

Goal 5: Sustainability

Objective 5.1: Continue to promote sustainable facilities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
5.1.a Continue to develop sustainable facilities.	Will vary based on projects	TBD	Short-Term
5.1.b Enhance existing sustainable park system, determine number and type of amenities to add.	Will vary based on location and future amenities added	Staff Time	Mid-Term
5.1.c Continue to integrate nature into parks by creating natural areas. Expanding the native landscape areas not only will decrease water use but provide opportunities to incorporate interpretive and education into parks.	Will vary based on location and future amenities added	Staff Time	Mid-Term
5.1.d Add educational aspect to natural areas.	Will vary based on location and future amenities added	Staff Time	Mid-Term

Objective 5.2: Continue to develop sustainable indoor facilities.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
5.2.a: Develop a long-term capital plan for developing sustainable indoor facilities, determine number and type of amenities.	Will vary based on projects	TBD	Ongoing
Objective 5.3: Continue to develop sustainable partnerships.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
5.3.a Explore opportunities and partnerships for rehabilitating food deserts.	N/A	Staff Time	Short-Term
5.3.b Promote locally-grown food and concerns about health, sustainability, and other issues through community food gardens in parks and other public spaces.	N/A	Staff Time	Mid-Term
5.3.c Consider an opportunity for farmer's markets, community gardens, and community orchards.	N/A	Staff Time	Mid-Term
Objective 5.4: Focus on water and energy conservation/sustainability.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
5.4.a Continue to research best industry practices for water and energy conservation and sustainability, and implement identified best practices when possible and tell the Department's story, refer to the Department's strategic plan.	TBD	TBD	Short-Term
Objective 5.5: Determine sustainability of current funding methodology for Parks and Recreation.			
Actions	Estimate of Probable Cost	Operational Budget Impact	Timeframe to Complete
5.5.a Conduct a Funding Opportunities Exercise to determine the sustainability of the current Departmental funding mechanisms.	Will vary based on scope of project and future amenities added	Staff Time	Short-Term

Level of Service (LOS) Recommendations

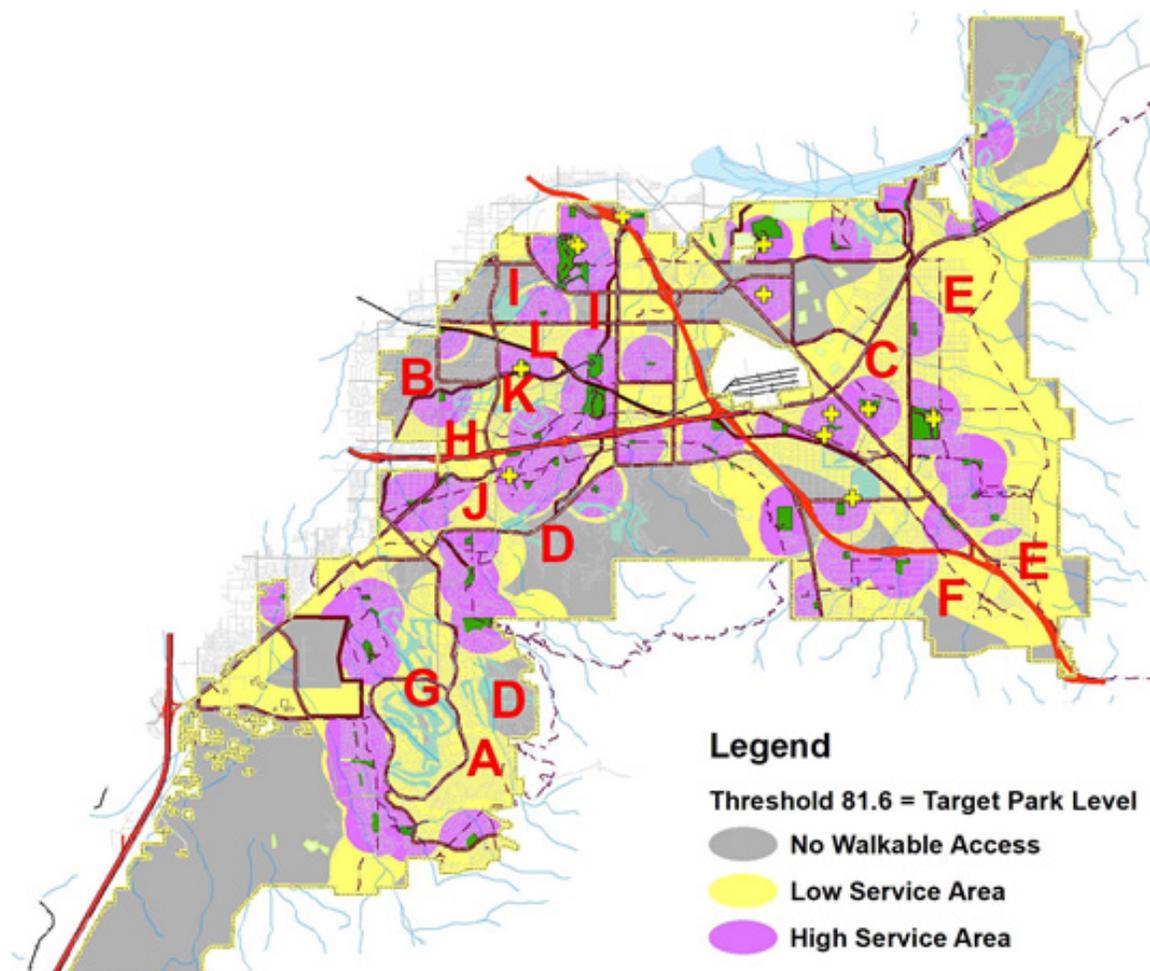
Findings of the GRASP® LOS analyses provide guidance for improving parks and recreation in Henderson. This section describes ways to enhance level of service through improvement of existing sites, future development of new facilities, and potential partnerships.

Note: Any reference to level of service scoring throughout this recommendation discussion refers to the walkable level of service analysis. Level of service scoring from a driving standpoint was high, so no recommendation for improving it are being made. While walkable coverage is generally good, areas were identified where improvements are recommended.

GRASP SERVICE LEVEL	CURRENT POPULATION (2018)	FUTURE POPULATION (2023)	AREA LABEL
LOW SERVICE	14,024	15,349	A
NO SERVICE	8,891	9,272	B
LOW SERVICE	8,854	9,431	C
NO SERVICE	8,460	9,536	D
LOW SERVICE	8,328	8,895	E
LOW SERVICE	7,388	8,355	F
LOW SERVICE	6,596	7,501	G
LOW SERVICE	5,959	6,269	H
NO SERVICE	5,593	5,939	I
LOW SERVICE	5,559	5,890	J
LOW SERVICE	5,431	5,712	K
LOW SERVICE	5,430	5,721	L

Letters in **Figure 38** correspond with this table.

Figure 38: Identified Possible Gaps In Walkable Access (10-Minute Walkable Access)



Level of Service Improvements

Addressing Lower and No Service Areas

One way of using the GRASP® Perspectives is to consider prioritization of identified gap areas. For example, in the walkable access analysis, several areas with low or no service were identified. Further analyses of these areas can be very helpful when prioritizing future improvements or recreation opportunities. In **Figure 38** on the previous page, gap areas have been identified and labeled.

Prioritization of improvements may consider multiple factors including providing maximum impact to the greatest number of residents. Using Esri Data Enrichment, the total number of residents in each identified gap area can be estimated. The 12 areas identified and labeled on the above image, range in population from just over 5,700 to over 15,000 residents that could be impacted if additional recreation opportunities were available in these areas or if pedestrian barriers were adequately addressed. The low/no service areas are sorted by total population in 2018 per area from high to low. Making improvements, upgrades or adding components to existing parks or adding new parks in these areas will impact the level of service of these areas. Priority could be given to higher population areas as improvements will impact more residents. Other areas not labeled have fewer to no residents and therefore are lower priority based on this prioritization method. As discussed, a closer look should be taken at each of the identified areas. Social equity factors such as average household income could also influence priorities.

Component Inventory and Assessment

Maintaining and improving existing facilities ranked very high in the public input. Existing features that fall short of expectations should be improved to address this concern. Features have been assessed based on condition and functionality in the inventory phase of this plan. Those with low scores can be identified and addressed as explained below. The assessment should be updated on at least annually to assure that components are upgraded and improved as they are affected by wear and tear over time.

Addressing Low-Scoring Components

Components whose functionality ranks below expectations were identified and scored with a “one.” A list was extracted from the inventory dataset and is shown in **Appendix A**. Addressing low-scoring components is a step-by-step process in which the score of a component is raised through improvement or replacement, the Level of Service is raised as well. A strategy for addressing the repair/refurbishment/ replacement or re-purposing of low-functioning components is outlined. This should be done for each individual component that is not functioning up to expectations.

A. Determine why the component is functioning below expectations.

- Was it poorly conceived in the first place?
- Is it something that was not needed to begin with?
- Is it the wrong size, type, or configuration?
- Is it poorly placed, or located in a way that conflicts with other uses or detracts from its use?
- Have the needs changed in a way that the component is now outdated, obsolete, or no longer needed?
- Has it been damaged? One example could be the horseshoe courts at Arroyo Grande Sports that are subject to embankment erosion.
- Or, has the maintenance of the component simply been deferred or neglected to the point where it no longer functions as intended? For example, the basketball court at Downtown Park is impacted by its ongoing maintenance issues.

Another possibility is that the component was scored low because it is not available to the public in a way that meets expectations.

Another example would be when a component is old, outdated, or otherwise dysfunctional, but has historic or sentimental value. An example would be an old structure in a park such as a stone barbecue grill, or other artifact that cannot be restored to its original purpose, but which has historic value.

B. Depending on the answers from the first step, a strategy can be selected for addressing the low-functioning component:

- If the need for that type of component in its current location still exists, the component should be repaired or replaced to match its original condition as much as possible.
 - Examples of this would be many of the existing shelters that need shingles or roof repairs. Other examples could be playgrounds with old, damaged, or outdated equipment, or courts with poor surfacing or missing nets. The rusting roofs of picnic shelters at Mission Hills Park likely fall under this example.
- If the need for that type of component has changed to the point where the original one is no longer suitable, then it should be replaced with a new one that fits the current needs.
- If a component is poorly located, or was poorly designed to start with, consideration should be given to relocating, redesigning, or otherwise modifying it.
- If a component is no longer needed because of changing demands, it should be removed unless it can be maintained in good condition without excessive expense or has historic or sentimental value. Inline hockey rinks may fall into this category. If a rink has been allowed to deteriorate because the community has no desire for inline hockey, then maybe it should be repurposed into some other use. The shuffleboard court at Paseo Verde Park could be an example of a component that is no longer used.

C. It is possible that through ongoing public input, and as needs and trends evolve; new needs will be identified for existing parks. If there is no room in an existing park for new needs, the decision may be made to remove or re-purpose an existing component, even if it is quite functional.

- As the popularity of tennis declined and demand for courts dropped off in some communities over recent decades, perfectly good courts were sometimes converted into skate parks or pickleball courts. In most cases this was an interim use, intended to satisfy a short-term need until a decision could be made to either construct a permanent facility or let the passing fad fade. The need for inline rinks now seems to have diminished, while temporary skate parks on tennis courts have been moved to permanent locations of their own and become more elaborate facilities as skateboarding and other wheel sports have grown in popularity and permanence. In many cases tennis courts are being converted to full time pickleball courts or added as additional courts at tennis court complexes.
- One community repurposed a ball diamond into a dog park. The ball diamond is well-suited for use as a dog park because it is already fenced, and the combination of skinned infield where the dogs enter and natural grass in the outfield where traffic is spread out is ideal. It is likely that in time this facility will either become a permanent facility designed specifically to meet the needs of people recreating with their dogs, or such a facility will be constructed elsewhere to suit that purpose. Or, it could turn out that dog parks fade in popularity like inline hockey rinks are replaced with some other facility that dog owners prefer even more than the current dog park model. Meanwhile, the use of the ball diamond for this purpose is a good interim solution.

In scoring inventory locations, basic site amenities, called modifiers, were evaluated. Modifiers are things that support users during their visit such as design and ambiance, drinking fountains, seating, BBQ grills, security lighting, bike racks, restrooms, shade, access, and parking among others. These elements help inform overall GRASP® scoring. Modifiers that do not meet expectations are given lower scores. See **Appendix A**, on page 135 for list of low scoring modifiers.

Booster Components

Another way to enhance level of service is through the addition of booster components at specific park sites or recreation facilities. A booster component is any component from the GRASP® list that adds service to an existing park. These are most effective in low-service areas where parks exist that have space for additional components. Adding booster components or making general improvements to River Mountain Park could positively impact one of the gap areas that has a higher population of residents in close proximity.

High Demand Components

The statistically-valid survey asked respondents to rank facilities by importance based on those they felt the city needed to add or enhance. These high demand components should be considered when new components are added to the system.

The highest priority for added, expanded, or improved outdoor activities listed by survey respondents are:

1. Adding trails or making trail and pathway connections
2. Open space/natural areas
3. Indoor Facilities
4. Leisure pools
5. Improved picnic area/shelters

Many of these needs may be addressed by upgrading facilities, retrofitting lesser used assets, and by adding components that could serve as future program opportunities:

Trends in Parks and Recreation

Trends to consider when deciding what to do with low-functioning facilities, or improving existing parks to serve the needs of residents, include amenities such as:

- Dog parks continue to grow in popularity. This may have something to do with an aging demographic in America, with more “empty-nesters” transferring the attention they once gave to their children, who are now grown, to their pets. It is also an important form of socializing for people who may have once socialized with other parents in their child’s soccer league, and now that the kids are grown, they are enjoying the company of other dog owners at the dog park. And for singles, a dog park is a good place to meet people.
 - The City should consider additional opportunities to provide dog off leash areas and enhance or expand low scoring dog parks at Boulder Creek Park and Paseo Vista Park. The existing dog parks are fairly well distributed across the city but gaps may exist in some neighborhoods.
- Skateboarding and other wheel sports continue to grow in popularity. Making neighborhood parks skateable and distributing skating features throughout the community provides greater access to this activity for younger people who cannot drive to a larger centralized skate park.
 - Henderson currently has nine parks with skate features or skate parks. While most parts of the city have access to a skate park or feature there is a possible gap in the northwest part of Henderson.

- A desire for locally-grown food and concerns about health, sustainability, and other issues is leading to the development of community food gardens in parks and other public spaces.
 - The city may consider an opportunity for farmers markets, community gardens, and community orchards. Only one community garden, Heritage Park Senior Facility, was identified in the recent inventory. This community garden is not open to the public.
- Events in parks, from a neighborhood “movie in the park” to large festivals in regional parks, are growing in popularity to build a sense of community and generates revenue. Providing spaces for these could become a trend.
 - Event spaces were identified in the inventory. These range from the Henderson Pavilion down to small terraced bank at Fox Ridge Park.
- Splash pads are growing rapidly in popularity, even in cooler climates. A wide and growing selection of products is raising the bar on expectations and offering new possibilities for creative facilities. Aquatics opportunities also ranked high in public input.
 - Splash pads may be a lower cost alternative that provides aquatic access to residents.
 - Henderson’s splash pads seem to vary based on the original developer of the park. The city should strive for consistency in splash pads as well as look to a possible gap in northwest Henderson.
- New types of playgrounds are emerging, including discovery play, nature play, adventure play, and even inter-generational play. Some of these rely upon movable parts, supervised play areas, and other variations that are different from the standard fixed “post and platform” playgrounds found in the typical park across America. These types of nature-based opportunities help connect children and families to the outdoors. While many of Henderson’s playgrounds were identified as unique, none fit a true nature play classification. Henderson should continue to develop unique playgrounds throughout the city.
- Integrating nature into parks by creating natural areas is a trend for many reasons. These include a desire to make parks more sustainable and introduce people of all ages to the natural environment.
 - An educational aspect is an important part of these areas. Expanding the native landscape areas will not only decrease water use but provide opportunities to incorporate interpretive and education into parks.

Recreational Connectivity

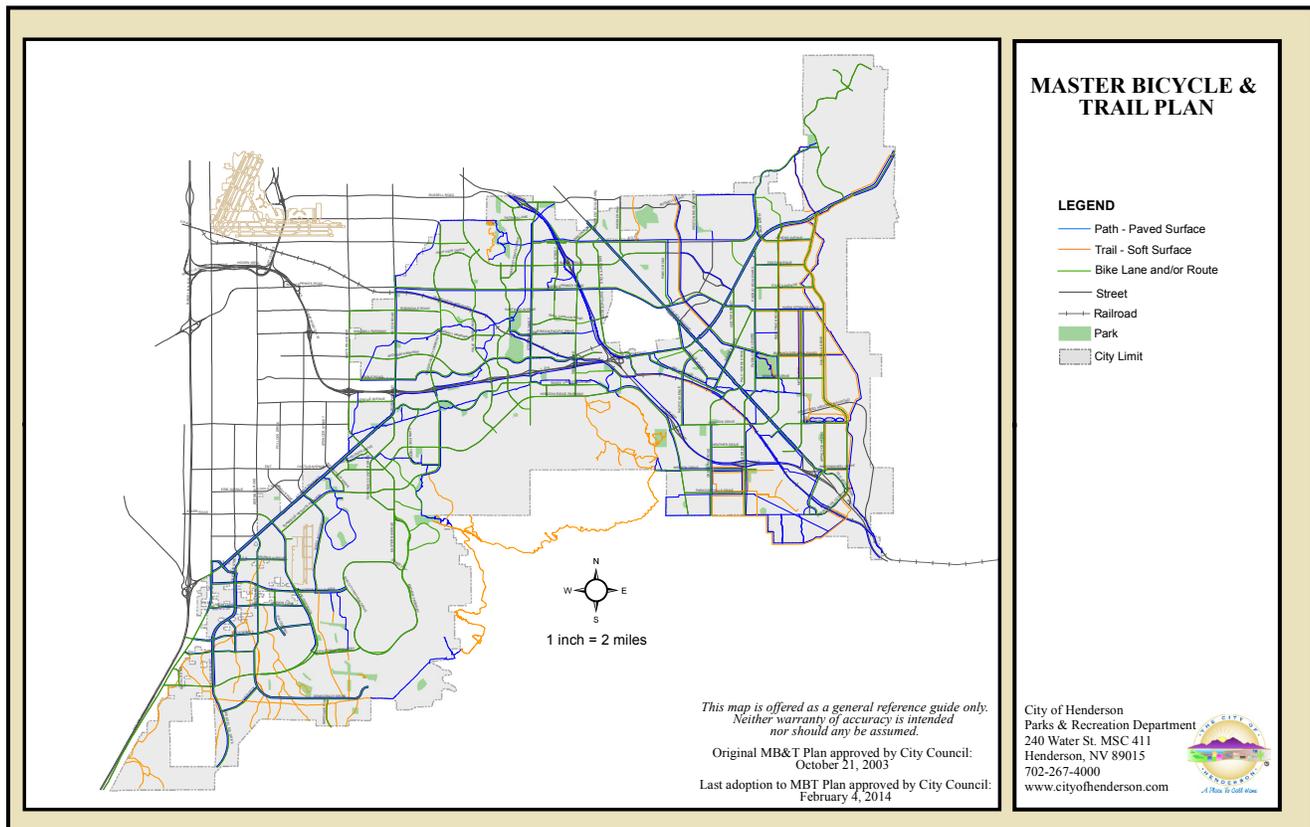
The infrastructure available to get people to and from destinations is of greater importance than ever before as increasingly people have started to prefer a leisurely walk or bike ride to a trip in the car. People increasingly expect easy access to parks, recreation centers, and other community resources. Employing different modes of travel to include walking and bicycling may be referred to as recreational connectivity.

Recreational connectivity may be defined as the ability to access a variety of recreational opportunities or amenities by way of multiple modes of transportation. In addition to recreational trails, this may also include city sidewalks, bicycle paths, bicycle routes, and public transit infrastructure. Of course, the scope of creating and maintaining such a network is a substantial undertaking that involves many players. Along with a community expectation for this type of user-friendly network infrastructure comes the expectation that stakeholders work together in the interest of the public good. At the municipal level this might include public works, law enforcement, private land-owners, public transit operators and user groups as well as the local parks and recreation department.

This concept of recreational connectivity is important within the scope of parks and recreation planning but also has deeper implications for public health, the local economy, and public safety among other considerations. As more and more people look for non-automotive alternatives to get to and from local destinations, a complete network of various transportation options is in greater demand than ever to include walking trails, bicycle paths, bicycle routes, and public transit. Other elements of this infrastructure might include street/railroad crossings, sidewalk landscaping, lighting, drainage, and even bike-share and car-share availability.

The Trail System

Henderson has a great existing trail system with over 180 miles of trails identified in GIS; however, trails and pathway connectivity still ranks number one in future facility needs from the recent survey. Recreational connectivity in most American cities usually starts with trails. A trail may be defined as any off-street or on-street connection dedicated to pedestrian or bicycle users. Recreational trails, as distinguished from transportation trails, typically pass through park lands or natural areas and can be soft or hard surface. Recreational trails are the only elements of an alternative transit network that traditionally fall to parks and recreation professionals. They are intended mostly for leisure and enjoyment of resources. Transportation trails, the sidewalks or paved trails found in street rights-of-way in most municipalities, are often more utility based as in getting from one place to another. The two types of city infrastructure must work together to create a well-connected community. The resulting trail system includes all trails that serve pedestrian and bicycle users in a community for purposes of both recreation and transportation. The following map was produced as part of the 2014 Master Bicycle and Trail Plan.



As a trail system matures, the need emerges to address barriers such as roadways, rivers, and railroad crossings that separate distinct trail networks in order to create a truly connected trail system. A trail network is a part of a trail system within which major barrier crossings have been addressed and all trails are connected. Trail networks within a trail system are typically separated from each other by barriers or by missing connections. Crosswalks, pedestrian underpasses, and bridges can be used to help users navigate barriers. New trails may be added to merge networks and enhance overall connectivity. Most cities have several trail networks that connect users to common destinations such as schools, shops, restaurants, and civic and religious institutions in addition to parks and recreation facilities. The more integrated these networks, the more connected a city or town. Henderson has two main networks, one encompassing most of southwest Henderson and open space areas, the other, more central and western Henderson. Fifteen other shorter segments are distributed throughout Henderson. There are few areas of Henderson that do not have access to a trail within 1/2-mile proximity. Many of the yellow (below threshold) areas identified in the walkability analysis represent places where residents only have access to trails.

Building a trail system involves many considerations beyond the control of park and recreation managers. Vacant lands, utility easements, and street rights-of-way may be worth investigating for trail feasibility and to determine how trail development in these areas might impact overall connectivity. However, other departments and agencies will need to be consulted and collaborated to address issues such as land acquisition, street crossings, and utility maintenance. To complicate matters, the distinction between a recreational trail and a transportation trail can be hazy. Further, on-street connections via usable, comfortable bicycle lanes and routes are also critical to establishing good recreational



McCullough Hills Trail

connectivity. Though these connections can be invaluable to a city's infrastructure, as they supplement a trail system, they introduce another set of stakeholders and complications. The types of collaboration necessary to build a trail system are not without their challenges yet can yield lasting partnerships that benefit the community. The sooner the discussion is started, the better.

Potential partners can include school districts, public works departments, county offices, state entities, federal agencies, and/or private land owners among others. Stakeholders cooperation is critical to the public good and it can be helpful to remind them of the economic boost that often results from investment in recreational infrastructure like a trail system. Of course, not all players stand to gain from trail development. It is essential that land managers and planners be aware of all possible implications inherent in their efforts.

Henderson has a very extensive trail system. Here are a few general strategies to use in planning efforts as this system is improved or expanded in the future:

- Work with a variety of departments, offices, and agencies to obtain assistance and access in creating trail links to important public facilities such as parks, schools, library, and government offices.
- Create connections that blend recreation opportunities with restaurants and retail opportunities for greater economic impact.
- Create connections that allow safe, comfortable routes between homes, schools, and civic and religious institutions for user convenience.
- Look at existing utility areas such as power line easements, drainages, and detention ponds for options to enhance connectivity.
- Use wide, under-utilized or non-used street corridors for best pedestrian and bike routes within developed parts of the city.

Where to Start?

It is helpful to recognize that trails may be developed at a variety of scales. Many trails serve park users only while others are of citywide or regional extent. Also, people with a destination in mind tend to take the most direct route, while recreationists tend to enjoy loop or circuit trails more than linear trails. An exemplary trail system will provide multiple opportunities for users to utilize trail segments to access different parts of the city directly or enjoy recreational circuits of various size. By employing park trails, city trails, and regional trails users should ideally be able to select from several options to reach a destination or spend time recreating.

Simple early steps such as creating preferred routes and loops on city sidewalks or low traffic streets has already begun. Continuation and expansion of this should continue.



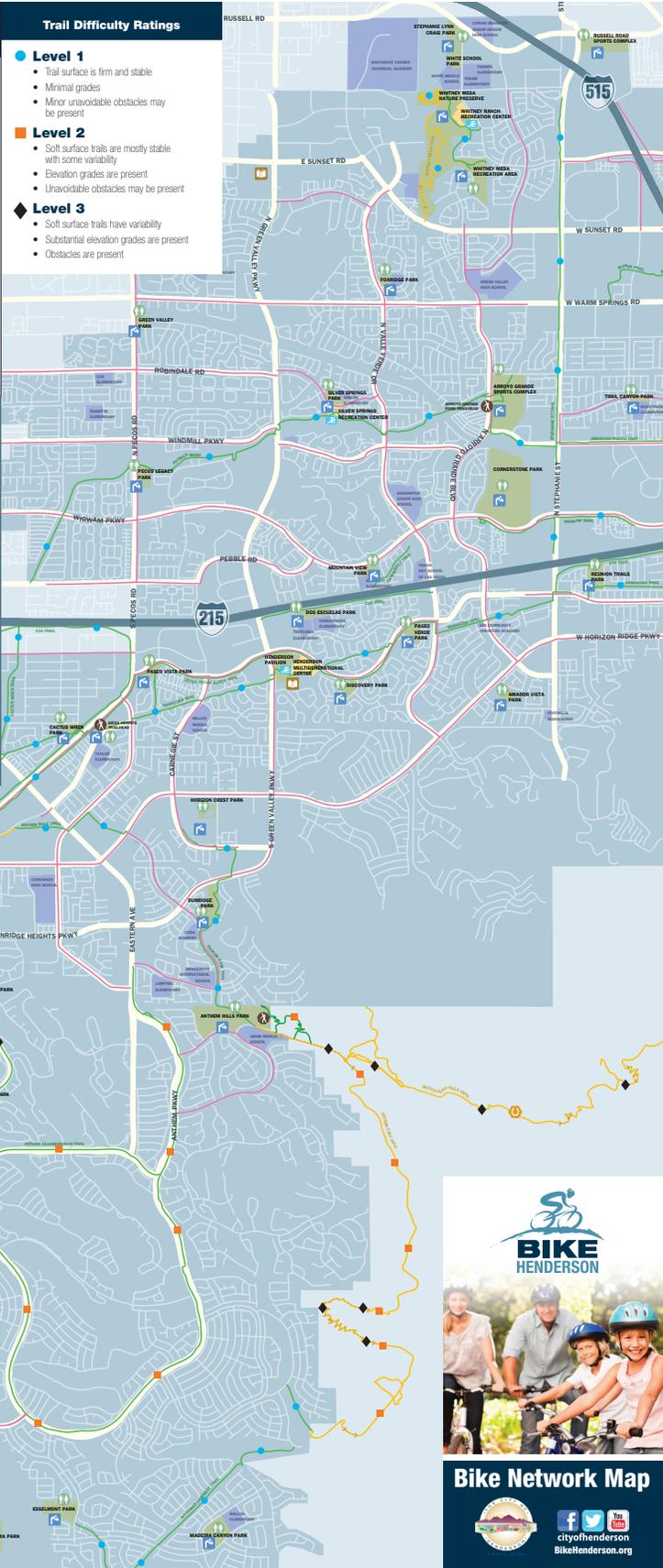
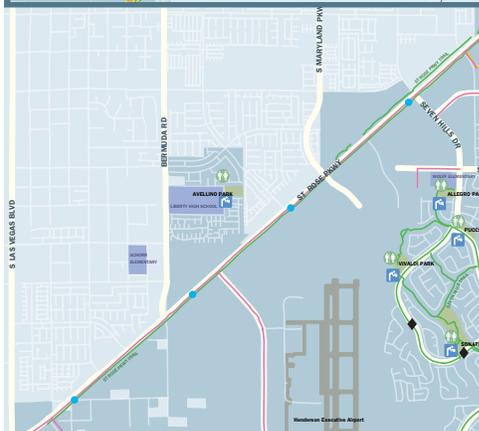
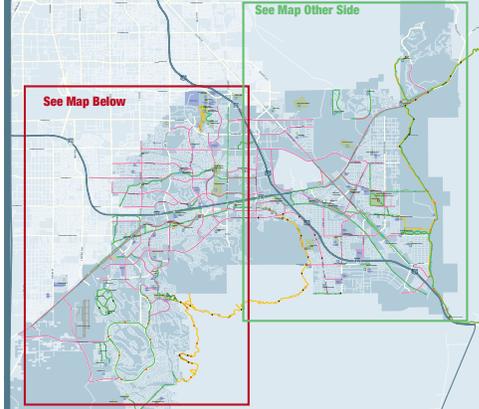
Biking is a fun, healthy and affordable activity that you can enjoy with family, friends or your own. Bring a friend to explore by bike or by foot. From family friendly to challenging, Henderson offers over 100 miles of trails to explore by bike or by foot.

Trail Rules

- Use of all City of Henderson parks and trails is subject to HMC 8.99.030.
- Trails are open daily from 5:00 a.m. to 11:00 p.m., or dawn to dusk if not lit.
 - All park rules are enforced on trails. Use trails at your own risk.
 - No alcohol, glass bottle, fireworks.
 - Cyclists and motor vehicles on unauthorized areas are not permitted.
 - Pets must be restrained by a leash no longer than six feet. Owners are responsible for picking up their pet's waste.
 - Carry out only what you can carry in and leave only footprints behind.
 - Stay on the trail to protect the desert. Do not remove or harm animals, plants, rock, or soil.
 - This is a natural area inhabited by wildlife. Do not approach wildlife.
 - Stay in public access areas and respect private property.
 - Cyclists must yield to all other trail users.
 - No water, phones or services available.
 - Persons who intentionally damage or vandalize parks and trails will be prosecuted.

Trail Difficulty Ratings

- **Level 1**
 - Trail surface is firm and stable
 - Minimal grades
 - Minor unavoidable obstacles may be present
- **Level 2**
 - Soft surface trails are mostly stable with some variability
 - Elevation grades are present
 - Unavoidable obstacles may be present
- ◆ **Level 3**
 - Soft surface trails have variability
 - Substantial elevation grades are present
 - Obstacles are present



	School		Park		Rec. Center
	Designated bike lane		Paved Trail		Soft Surface Trail
	Street		Major street		Freeway
	Trailhead		Restroom		Water fountain
	Equestrian		Library		Swimming
	Loop Trail		Trail Difficulty		Trail Difficulty



Bike Network Map

cityofhenderson
BikeHenderson.org

Bicycle Safety Tips



3-Foot Rule

When passing cyclists, motorists must move into the adjacent lane to the left, if possible. If not, motorists must pass with at least three feet of space between the vehicle and bicycle.



Go With the Flow of Traffic

Follow the rules of the road and ride on the right side of the road in the same direction as traffic. Never ride against traffic.



Follow the Rules of the Road

* Obey all traffic signals, stop at stop signs and use hand signals. * Cyclists must follow traffic signals and walk their bike across the street at a crosswalk.



Pedestrians Have the Right of Way

Whether riding on streets or trails, cyclists must yield to pedestrians, just like motorists.



It's Okay to Ride the Roadways

Cyclists may leave the bike lane and ride as near to the right side of the street as possible.



Always Wear a Helmet

Helmet should fit so the front is just above the top of the eyebrows.



Use Signals

Be courteous to motorists, use hand or arm signals to let others know what you plan to do.



Light Up at Night

A red reflector on the rear of the bicycle and front lamp with a white light is required for nighttime riding.



Henderson Trail Watch

Trail Watch is looking for a few good volunteers. Do you enjoy running, walking, riding a bike, hiking, riding a horse, or exercising on Henderson trails? Then why not volunteer your time while doing something you enjoy? Henderson Trail Watch is a volunteer group dedicated to promoting safety and appropriate trail use by providing information and assistance to trail users, observing and documenting safety issues requiring attention, and serving as a positive presence on Henderson trails. Visit cityofhenderson.com/ parks for information and a volunteer services application. For more information, call (702) 267-4050 or email CDHTrailWatch@cityofhenderson.com.

Four Steps to Trail Watch

1. Complete an application
2. Attend training
3. Hit the trail
4. Report your observations



Hiking Henderson

Hiking Henderson is a hiking challenge that helps motivate residents to get out and hike eight trails. If you are able to walk all eight trails, you'll be rewarded with a hiking stick. Walk the trails in subsequent sessions and earn plaques to attach to your stick. Registration is \$20 for the first session, \$8 for additional sessions. Call (702) 267-4050 for more information or to enroll.

Connecting People to Trails

As the Henderson trail system continues to develop, additional resources will be desirable to support users. It may be worthwhile to consider signage and wayfinding strategies, trailheads and access points, updated public trail maps, and smartphone applications as strategies to connect people to trails and affect a positive user experience.

Signage and Wayfinding

Signage and wayfinding strategies can enhance the Henderson trail system by promoting ease of use and improved access to recreational resources. An important aspect of effective signage and wayfinding markers is branding. An easily identifiable hierarchy of signage for different types of users assists residents and visitors as they navigate between recreation destinations. Further, a strong brand can imply investment and commitment to alternative transit and which can positively impact city identity and open economic opportunities.

Trailheads & Access Points

It is also important to provide users access to trails. There are two ways to approach this. First, formal trailheads may be developed to include parking, bike racks, signage, restrooms, drinking water, a trail map, and other amenities. A trailhead is most appropriate to provide access to trails that serve a higher volume of users at destinations reached by automobile. The second approach involves simply providing a trail access point, usually without the extensive amenities found at a trailhead. Trail access points such as this are more appropriate in residential or commercial areas where users are more likely to walk or ride a bicycle to reach the trail. The trailhead and access point should be primary points of interest on any trails mapping. Trailheads and access points were identified in the most recent inventory. They varied greatly in the amount of development and available amenities.

Map & App Resources

The city has developed an informative map of current trails and bike friendly streets. The map on the previous pages is available online¹ and allows residents to enjoy existing trails and routes with greater confidence and with a better understanding of distances, access points, amenities, and the system. The map includes various trail types to include bike paths and bike routes. It also includes difficulty rankings or levels. In addition to showing streets with bicycle paths and safe on-street bike routes, the Henderson map also includes information about trail ownership, helpful as it displays some trails within easements or even on private land with use agreements. As the trail system evolves, this map should be updated to produce newer versions for distribution to users.

Another way to provide a trail map to users is through web-based smartphone technologies. Maps made available on this type of platform are more dynamic for users, always on hand, and can be easily updated. Upfront investment needed for this type of resource may be cost prohibitive at the present time. However, it is likely as technologies advance these costs will become more manageable in the future. It may be worth considering development of web-based maps in long term planning decisions.

¹ https://www.cityofhenderson.com/docs/default-source/bike_henderson/comprehensive-trail-guide.pdf?sfvrsn=2

School Partnerships

City staff should review current Intergovernmental Agreements with the school system and how it's benefiting the parks and recreation department. Maximizing potential should be a key goal of any agreement. There are currently several "school parks" and sport field facilities that provide valuable recreation access to neighborhoods. However, many of these facilities seem to have limited open public access. One way to address this issue is to increase partnerships with schools to promote use of school facilities through on-site community programming and environmental cues to make them easier to use and more inviting. School partnerships are already valuable throughout the Henderson community. Existing partnerships should be strengthened because as school assets enhance the level of service provided to city residents. Schools could prove to be important in the development of a city-wide aquatic facility, sports fields, and court access.

Learning Landscapes, a program developed by faculty and students at the University of Colorado at Denver, engages the local community to envision, plan, build, and maintain custom playgrounds at neighborhood schools. The intent is to extend learning opportunities beyond the school walls and into the community. Redeveloped school grounds typically include demonstration gardens, yard games, art, shade features, and outdoor classroom facilities as well as play equipment. Volunteers are put to work in the planning and construction of these new facilities alongside emerging professionals and school personnel. The result is a sense of community investment and ownership in these assets such that they better serve nearby residents. This program serves to foster stronger ties between schools and neighbors by with open lines of communication and a commitment to shared resources. Such a program can have a positive impact on the role that school ground facilities play in neighbors' daily lives, and as such elevate the level of service for the area. Learn more at www.learninglandscapes.org.

Each school is asked to form a Learning Landscape team to help inform design and programming decisions as well as keep a watchful eye for vandalism and maintenance issues after construction is complete. The Learning Landscapes team recruits students, parents, and people in the surrounding community help to build, maintain, and enhance the Learning Landscape. Each new Learning Landscape has a volunteer build day where volunteers from the school and the community create outdoor artwork plant gardens, lay sod, or build play equipment, develop a sense of ownership and civic pride. Promoting the programmatic use of the Learning Landscape is critical for the long-term viability and sustainability of these projects.

ADA Transition Plan and Compliance

According to the ADA.gov website, "Access to civic life by people with disabilities is a fundamental goal of the Americans with Disabilities Act (ADA). To ensure that this goal is met, Title II of the ADA requires State and local governments to make their programs and services accessible to persons with disabilities." "One important way to ensure that Title II's requirements are being met in cities of all sizes is through self-evaluation, which is required by the ADA regulations. Self-evaluation enables local governments to pinpoint the facilities, programs and services that must be modified or relocated to ensure that local governments are complying with the ADA." Henderson has a well-developed website that addresses the city's approach and compliance with the current laws. The city should continue to monitor access issues within parks and address issues as they are identified. <http://www.cityofhenderson.com/global/accessibility>.

APPENDIX A: GRASP® LEVEL OF SERVICE METHODOLOGY

A.1 GRASP® HISTORY AND METHODOLOGY

GRASP® Glossary

Buffer: see catchment area

Catchment area: a circular map overlay that radiates outward in all directions from an asset and represents a reasonable travel distance from the edge of the circle to the asset. Used to indicate access to an asset in a level of service assessment.

Component: an amenity such as a playground, picnic shelter, basketball court, or athletic field that allows people to exercise, socialize, and maintain a healthy physical, mental, and social wellbeing.

Geo-Referenced Amenities Standards Process® (GRASP®): a proprietary composite-values methodology that takes quality and functionality of assets and amenities into account in a level of service assessment.

GRASP® Level of service (LOS): the extent to which a recreation system provides a community access to recreational assets and amenities.

GRASP®-IT audit tool: an instrument developed for assessing the quality and other characteristics of parks, trails, and other public lands and facilities. The tool, which has been tested for reliability and validity, has been used to conduct inventories of more than 100 park systems nationwide over the past 16 years.

Low-score component: a component given a GRASP® score of “1” or “0” as it fails to meet expectations.

Lower-service area: an area of a city that has some GRASP® level of service but falls below the minimum standard threshold for overall level of service.

Modifier: a basic site amenity that supports users during a visit to a park or recreation site, to include elements such as restrooms, shade, parking, drinking fountains, seating, BBQ grills, security lighting, and bicycle racks among others.

No-service area: an area of a city with no GRASP® level of service.

Perspective: a map or data quantification, such as a table or chart, produced using the GRASP® methodology that helps illustrate how well a community is served by a given set of recreational assets.

Radius: see catchment area

Recreational connectivity: the extent to which community recreational resources are transitionally linked to allow for easy and enjoyable travel between them.

Recreational trail: a soft or hard surface trail intended mostly for leisure and enjoyment of resources. Typically passes through park lands or natural areas and usually falls to parks and recreation professionals for planning and management.

Service area: all or part of a catchment area ascribed a particular GRASP® score that reflects level of service provided by a particular recreational asset, a set of assets, or an entire recreation system.

Threshold: a minimum level of service standard typically determined based on community expectations.

Trail: any off-street or on-street connection dedicated to pedestrian, bicycle, or other non-motorized users.

Trail network: a part of a greater trail system within which major barrier crossings have been addressed and all trails are functionally connected by such things as crosswalks, pedestrian underpasses, and/or bridges. Typically separated from other trail networks by missing trail connections or by such barriers as roadways, rivers, or railroad tracks.

Trail system: all trails in a community that serve pedestrian, bicycle, and alternative transportation users for purposes of both recreation and transportation.

Transportation trail: a hard surface trail, such as a city sidewalk, intended mostly for utility in traveling from one place to another in a community or region. Typically runs outside of park lands and is managed by Public Works or other city utility department.

GRASP® Components and Definitions

GRASP® Outdoor Component List	
GRASP® Outdoor Component Type	Definition
Adventure Course	An area designated for activities such as ropes courses, zip-lines, challenge courses, etc. Specify type in comments.
Amusement Ride	Carousel, train, go carts, bumper cars, or other ride upon features. Has an operator and controlled access.
Aquatics, Complex	A facility that has at least one immersion pool and other features intended for aquatic recreation.
Aquatics, Lap Pool	A man-made basin designed for people to immerse themselves in water and intended for swimming laps.
Aquatics, Leisure Pool	A man-made basin designed for people to immerse themselves in water and intended for leisure water activities. May include zero depth entry, slides, and spray features.
Aquatics, Spray Pad	A water play feature without immersion intended for the purpose of interaction with moving water.
Aquatics, Therapy Pool	A temperature controlled pool intended for rehabilitation and therapy.
Basketball Court	Describes a dedicated full sized outdoor court with two goals.

Basketball, Practice	Describes a basketball goal for half-court play or practice. Includes goals in spaces associated with other uses.
Batting Cage	A stand-alone facility that has pitching machines and restricted entry.
Bike Complex	A facility that accommodates various bike skills activities with multiple features or skill areas.
Bike Course	A designated area for non-motorized bicycle use. Can be constructed of concrete, wood, or compacted earth. May include a pump track, velodrome, skills course, etc.
Camping, Defined	<u>Defined</u> campsites that may include a variety of facilities such as restrooms, picnic tables, water supply, etc. Quantity based on official agency count. For use only if quantity of sites is available. Use “Camping, Undefined” for other instances.
Camping, Undefined	Indicates allowance for users to stay overnight in the outdoors in informal and/or <u>undefined</u> sites. Receives a quantity of one for each park or other location.
Climbing, Designated	A designated natural or man-made facility provided and/or managed by an agency for the purpose of recreation climbing not limited to child’s play.
Climbing, General	Indicates allowance for users to participate in a climbing activity. Receives a quantity of one for each park or other location.
Concession	A facility used for the selling, rental, or other provision of goods and services to the public.
Diamond Field	Describes softball and baseball fields of all kinds suitable for organized diamond sport games. Not specific to size or age-appropriateness.
Diamond Field, Complex	Multiple ballfields at a single location suitable for tournaments.
Diamond Field, Practice	Describes any size of grassy area used for practice. Distinguished from ballfield in that it doesn’t lend itself to organized diamond sport games. Distinguished from open turf by the presence of a backstop.
Disc Golf	Describes a designated area that is used for disc golf. Quantities: 18 hole course = 1; 9 hole course = .5
Dog Park	An area designated specifically as an off-leash area for dogs and their guardians.
Educational Experience	Signs, structures, or historic features that provide an educational, cultural, or historic experience. Receives a quantity of one for each contiguous site. Distinguished from public art by presence of interpretive signs or other information.
Equestrian Facility	Area designated for equestrian use. Typically applied to facilities other than trails.
Event Space	A designated area or facility for an outdoor class, performance, or special event including amphitheater, band shell, stage, etc.
Fitness Course	One or more features intended for personal fitness activities. Receives a quantity of one for each complete grouping.
Game Court	Outdoor court designed for a game other than tennis, basketball, volleyball, as distinguished from a multi-use pad including bocce, shuffleboard, lawn bowling, etc. Type specified in comments. Quantity counted per court.

Garden, Community	Describes any garden area that provides community members a place to have a personal vegetable or flower garden.
Garden, Display	Describes any garden area that is designed and maintained to provide a focal point or destination including a rose garden, fern garden, native plant garden, wildlife/habitat garden, arboretum, etc.
Golf	A course designed and intended for the sport of golf. Counted per 18 holes. Quantities: 18 hole course = 1; 9 hole course = .5
Golf, Miniature	A course designed and intended for use as a multi-hole golf putting game.
Golf, Practice	An area designated for golf practice or lessons including driving ranges and putting greens.
Horseshoe Court	A designated area for the game of horseshoes including permanent pits of regulation length. Quantity counted per court.
Horseshoes Complex	Several regulation horseshoe courts in single location suitable for tournaments.
Ice Hockey	Regulation size outdoor rink built specifically for ice hockey games and practice. General ice skating included in "Winter Sport."
Inline Hockey	Regulation size outdoor rink built specifically for in-line hockey games and practice.
Loop Walk	Opportunity to complete a circuit on foot or by non-motorized travel mode. Suitable for use as an exercise circuit or for leisure walking. Quantity of one for each park or other location unless more than one distinct circuit is present.
Multi-Use Pad	A paved area that is painted with games such as hopscotch, 4 square, tetherball, etc. Often found in school yards. As distinguished from "Games Court " which is typically single use.
Natural Area	Describes an area in a park that contains plants and landforms that are remnants of or replicate undisturbed native areas of the local ecology. Can include grasslands, woodlands and wetlands.
Open Turf	A grassy area that is not suitable for programmed field sports due to size, slope, location or physical obstructions. May be used for games of catch, tag, or other informal play and uses that require an open grassy area.
Other	Active or passive component that does not fall under any other component definition. Specified in comments.
Passive Node	A place that is designed to create a pause or special focus within a park and includes seating areas, plazas, overlooks, etc. Not intended for programmed use.
Pickleball Court	A designated court designed primarily for pickleball play.
Picnic Ground	A designated area with a grouping of picnic tables suitable for organized picnic activities. Individual picnic tables are accounted for as Comfort and Convenience modifiers.
Playground, Destination	Playground that attracts families from the entire community. Typically has restrooms and parking on-site. May include special features like a climbing wall, spray feature, or adventure play.

Playground, Local	Playground that is intended to serve the needs of the surrounding neighborhood. Includes developed playgrounds and designated nature play areas. Park generally does not have restrooms or on-site parking.
Public Art	Any art installation on public property. Receives a quantity of one for each contiguous site.
Rectangular Field Complex	Several rectangular fields in single location suitable for tournament use.
Rectangular Field, Large	Describes a specific field large enough to host one adult rectangular field sport game such as soccer, football, lacrosse, rugby, and field hockey. Approximate field size is 180' x 300' (60 x 100 yards). Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Multiple	Describes an area large enough to host one adult rectangular field sport game and a minimum of one other event/game, but with an undetermined number of actual fields. This category describes a large open grassy area that can be arranged in any manner of configurations for any number of rectangular field sports. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Rectangular Field, Small	Describes a specific field too small to host a regulation adult rectangular field sport game. Accommodates at least one youth field sport game. Sports may include, but are not limited to: soccer, football, lacrosse, rugby, and field hockey. Field may have goals and lining specific to a certain sport that may change with permitted use.
Shelter, Large	A shade shelter or pavilion large enough to accommodate a group picnic or other event for a minimum of 13 seated whether or not benches or picnic tables are provided. Lack of seating may be addressed in scoring.
Shelter, Small	A shade shelter, large enough to accommodate a family picnic or other event for approximately 4-12 persons with seating for a minimum of 4. Covered benches for seating up to 4 people included as a modifier in comfort and convenience scoring and should not be included here.
Skate Feature	A stand-alone feature primarily for wheel sports such as skateboarding, in-line skating, etc. May or may not allow free-style biking. May be associated with a playground but is not part of it. Dedicated bike facilities are categorized as "Bike Course."
Skate Park	An area set aside primarily for wheel sports such as skateboarding, in-line skating, etc. Attracts users from the entire community. May or may not allow free-style biking. May be specific to one user group or allow for several user types. Can accommodate multiple users of varying abilities. Typically has a variety of concrete or modular features.
Target Range	A designated area for practice and/or competitive target activities. Type specified, such as archery or firearms, in comments.
Tennis Complex	Multiple regulation courts in a single location with amenities suitable for tournament use.
Tennis Court	One standard regulation court suitable for recreation and/or competitive play. Quick Start or other non-standard types specified in comments.

Tennis, Practice Wall	A wall intended for practicing tennis.
Track, Athletic	A multi-lane, regulation sized running track appropriate for track and field events.
Trail, Multi-Use	A trail, paved or unpaved, that is separated from the road and provides recreational opportunities or connection to walkers, bikers, roller bladers and equestrian users. Paths that make a circuit within a single site are "Loop Walks."
Trail, Primitive	A trail, unpaved, located within a park or natural area that provides recreational opportunities or connections to users. Minimal surface improvements that may or may not meet accessibility standards.
Trail, Water	A river, stream, canal or other waterway used as a trail for floating, paddling, or other watercraft.
Trailhead	A designated staging area at a trail access point. May include restrooms, an information kiosk, parking, drinking water, trash receptacles, seating, etc.
Volleyball Court	One full-sized court. May be hard or soft surface, including grass and sand. May have permanent or portable posts and nets.
Wall Ball Court	Walled courts associated with sports such as handball and racquetball. Type specified in comments.
Water Access, Developed	A developed water access point. Includes docks, piers, kayak courses, boat ramps, fishing facilities, etc. Specified in comments including quantity for each unique type.
Water Access, General	Measures a user's general ability to access the edge of open water. May include undeveloped shoreline. Typically receives quantity of one for each contiguous site.
Water Feature	A passive water-based amenity that provides a visual focal point. Includes fountains and waterfalls.
Water, Open	A body of water such as a pond, stream, river, wetland with open water, lake, or reservoir.
Winter Sport	An area designated for a winter sport or activity such as a downhill ski area, Nordic ski area, sledding hill, toboggan run, recreational ice, etc. Type specified in comments.

GRASP® Indoor Component Type	Definition
Arts and Crafts	A room with non-carpeted floor, built-in storage for materials, and a sink. Often adjacent to a kiln room.
Auditorium/Theater	A large room designed specifically as a performance/lecture space that includes a built-in stage, seating, and can accommodate stage lighting and sound amplification.
Childcare/Preschool	A room or space with built in secure entry and cabinets, a small toilet, designated outdoor play area, etc. Intended for short-term child watch or half or full day preschool use.
Fitness/Dance	A room with resilient flooring and mirrors.
Food - Counter Service	Staffed food service with commercial kitchen and no waiter services.

Food - Full Service	Staffed food service with commercial kitchen and dining room with waiter services.
Food - Vending	Non-staffed area with vending machines and/or self-service food options.
Gallery/Exhibits	A space intended for display of art, interpretive information, or other type of exhibit. Typically has adequate lighting, open wall space, and room for circulation.
Sport Court	Active recreation space that can accommodate basketball, volleyball, or other indoor court sports with one or more courts designated in quantity.
Track, Indoor	Course with painted lanes, banked corners, resilient surface, and marked distances suitable for exercise walking, jogging, or running.
Kitchen - Kitchenette	Area for preparing, warming, or serving food.
Kitchen - Commercial	Kitchen that meets local codes for commercial preparation food services.
Lobby/Entryway	An area at the entry of a building intended for sitting and waiting or relaxing.
Multi-Purpose Room	A space that can host a variety of activities including events, classes, meetings, banquets, medical or or therapeutic uses, etc. Also includes rooms or areas designated or intended to be used as games rooms, libraries, or lounges. Rooms may be be dividable.
Patio/Outdoor Seating	An outdoor space or seating area designed to be used exclusively in conjunction with an indoor space and primarily accessed through an indoor space.
Retail/Pro-shop	An area for retail sales of sporting equipment, gifts, etc. Typically has direct access from outdoors and can be secured separately from the rest of a building or facility.
Sauna/Steam Room	A facility with built-in seating and a heat source intended for heat therapy. May be steam or dry heat.
Specialty Services	Any specialty services available at an indoor location.
Specialty Training	Any specialty training available at an indoor location. Includes gymnastics and circuit training.
Weight/Cardio Equipment	A room or area with weight and cardio equipment, resilient or anti-bacterial flooring, adequate ventilation and ceiling heights appropriate for high intensity workouts.
Woodshop	A rooms with wood-working equipment that contains an adequate power supply and ventilation.
<i>Note: Any component from the outdoor component list may be included as an indoor component</i>	

Inventory Methods and Process

A detailed GIS (Geographic Information System) inventory was completed in a series of steps. The planning team first prepared a preliminary list of existing components using aerial photography and GIS data. Components identified in aerial photos were located and labeled.

Next, the consulting team conducted field visits to confirm or revise preliminary component data, make notes regarding sites or assets, and develop an understanding of the system. The inventory for this study focused primarily on components at public parks. Each component was evaluated to ensure it was serving its intended function. Any components in need of refurbishment, replacement, or removal were noted.

Site comfort and convenience amenities such as shade, drinking fountains, restrooms, etc., called **modifiers** were also recorded.

- The following information was collected during site visits:

- Component type and geo-location
 - ◆ Component functionality

Assessment scoring is based on condition, size, site capacity, and overall quality. The inventory team used the following three tier rating system to evaluate these:

- 1 = Below Expectations
 - 2 = Meets Expectations
 - 3 = Exceeds Expectations
- Site modifiers
 - Site design and ambience
 - Site photos
 - General comments

Asset Scoring

All components were scored based on condition, size, site capacity, and overall quality as they reflect the expected quality of recreational features.

The following three tier rating system was used to evaluate these:

- 1 = Below Expectations
- 2 = Meets Expectations
- 3 = Exceeds Expectations

Beyond quality and functionality of components, however, GRASP® Level of Service analysis also considers important aspects of a park or recreation site that are easily overlooked. Not all parks are created equal and the quality of a user's experience may be determined by their surroundings. For example, the GRASP® system acknowledges the important differences between these identical playground structures in the example photos on the right.



Not from City of Henderson Parks

In addition to scoring components, each park site or indoor facility is assessed for its comfort, convenience, and ambient qualities. This includes the availability amenities such as restrooms, drinking water, shade, scenery, etc. These *modifier* values then serve to enhance or amplify component scores at any given location.

Information collected during the site visit was then compiled. Corrections and comparisons were made in the GIS dataset. The inventory was then sent to members of the project team for additional revisions in an “Inventory Review Packet.” This review packet consisted of the most recent GIS data displayed by location on an aerial photograph. An accompanying data sheet for each site lists modifier and component scores as well as observations and comments.

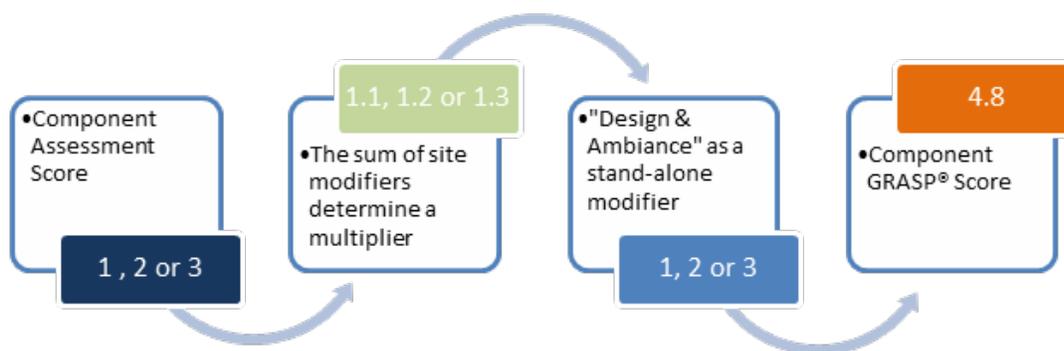
Analysis of the existing parks, open space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

A.2 COMPOSITE-VALUES LEVEL OF SERVICE ANALYSIS METHODOLOGY

Analysis of the existing parks, open space, trails, and recreation systems are often conducted to determine how the systems are serving the public. A Level of Service (LOS) has been typically defined in parks and recreation master plans as the capacity of the various components and facilities that make up the system to meet the needs of the public. This is often expressed in terms of the size or quantity of a given facility per unit of population.

GRASP® Score

Each park or recreation location, along with all on-site components, has been assigned a **GRASP® Score**. The GRASP® Score accounts for the assessment score as well as available modifiers and the design and ambiance of a park. The following illustration shows this relationship. A basic algorithm is used to calculate scoring totals, accounting for both component and modifier scores, for every park and facility in the inventory. The resulting scores reflect the overall value of that site. Scores for each inventory site and its components may be found in the Final Inventory Atlas, a supplemental document.



GRASP® Score Calculation

Trail Scoring

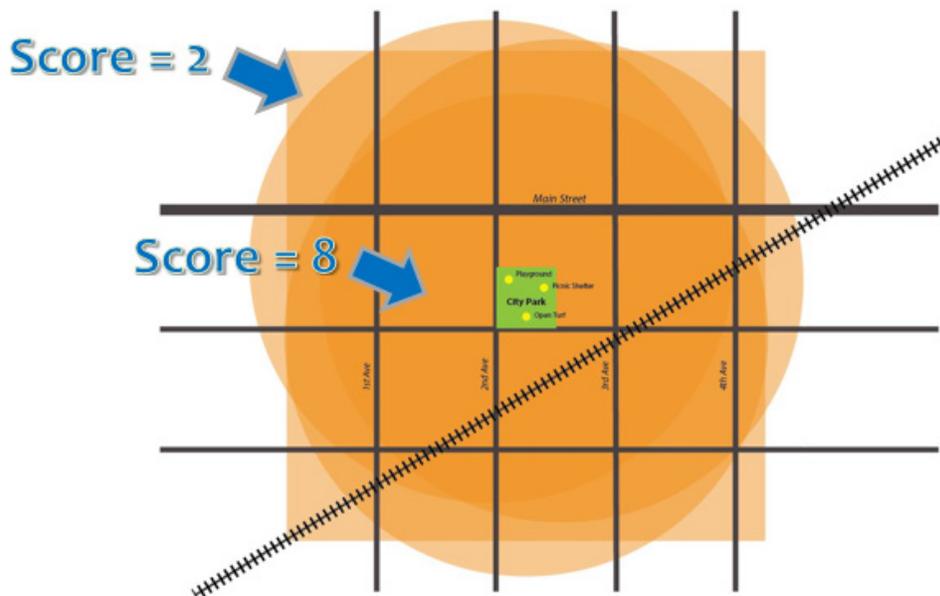
For the purposes of this study, off-street trails are included in level of service analysis. This amounted to more than 180 miles of trails. While bike lanes and bike routes are also important in alternative transportation planning efforts and their development has importance in an overall accessible system they are rarely the sole responsibility of Parks and Recreation.

Identified off-street trails were assigned an assumed score based on the following formula. Other trails and loop walks within parks have been identified and scored as single components and included in the park scoring.

Trail Assumed Score of 14.4

$(3 \times 2 \times 2 \times 1.2 = 14.4)$

*This assumes an active component, passive component and a parcel score like a park



Catchment Areas

Catchment areas, also called buffers, radii, or service area, are drawn around each component. The GRASP® Score for that component is then applied to that buffer and overlapped with all other component catchment areas. This process yields the data used to create perspective maps and analytical charts.

guidelines went further to make recommendations regarding an appropriate mix of park types, sizes, service areas, and acreages, and standards regarding the number of available recreational facilities per thousand population. While the book was published by NRPA and the table of standards became widely known as “the NRPA standards,” these standards were never formally adopted for use by NRPA.

Since that time, various publications have updated and expanded upon possible “standards,” several of which have been published by NRPA. Many of these publications did benchmarking and other normative research to determine what an “average LOS” should be. It is important to note that NRPA and the prestigious American Academy for Park and Recreation Administration, as organizations, have focused in recent years on accreditation standards for agencies, which are less directed towards outputs, outcomes, and performance, and more on planning, organizational structure, and management processes. The popularly referred to “NRPA standards” for LOS, as such, do not exist. The following table gives some of the more commonly used capacity “standards” today.

Commonly Referenced LOS Capacity “Standards”

Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Baseball Official	3.0 to 3.85-acre minimum	¼ to ½ mile Unlighted part of neighborhood complex; lighted fields part of community complex	1 per 5,000; lighted 1 per 30,000
Little League	1.2 acre minimum		
Basketball Youth	2,400 – 3,036 vs.	¼ to ½ mile Usually in school, recreation center or church facility; safe walking or bike access;	1 per 5,000
High school	5,040 – 7,280 s.f.	outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	
Football	Minimum 1.5 acres	15 – 30-minute travel time Usually part of sports complex in community park or adjacent to school	1 per 20,000
Soccer	1.7 to 2.1 acres	1 to 2 miles Youth soccer on smaller fields adjacent to larger soccer fields or neighborhood parks	1 per 10,000
Softball	1.5 to 2.0 acres	¼ to ½ mile May also be used for youth baseball	1 per 5,000 (if also used for youth baseball)
Swimming Pools	Varies on size of pool & amenities; usually ½ to 2-acre site	15 – 30-minute travel time Pools for general community use should be planned for teaching, competitive & recreational purposes with enough depth (3.4m) to accommodate 1m to 3m diving boards; located in community park or school site	1 per 20,000 (pools should accommodate 3 percent to 5 percent of total population at a time)
Tennis	Minimum of 7,200 s.f. single court area (2 acres per complex	¼ to ½ mile Best in groups of 2 to 4 courts; located in neighborhood community park or near school site	1 court per 2,000

Activity/ Facility	Recommended Space Requirements	Service Radius and Location Notes	Number of Units per Population
Volleyball	Minimum 4,000 s.f.	½ to 1 mile Usually in school, recreation center or church facility; safe walking or bike access; outdoor courts in neighborhood and community parks, plus active recreation areas in other park settings	1 court per 5,000
Total land Acreage		Various types of parks - mini, neighborhood, community, regional, conservation, etc.	10 acres per 1,000

Sources:

David N. Ammons, *Municipal Benchmarks - Assessing Local Performance and Establishing Community Standards*, 2nd Ed., 2002

Roger A. Lancaster (Ed.), *Recreation, Park and Open Space Standards and Guidelines* (Alexandria, VA: National Recreation and Park Association, 1983), pp. 56-57.

James D. Mertes and James R. Hall, *Park, Recreation, Open Space and Greenways Guidelines*, (Alexandria, VA: National Recreation and Park Association, 1996), pp. 94-103.

In conducting planning work, it is key to realize that the above standards can be valuable when referenced as “norms” for capacity, but not necessarily as the target standards for which a community should strive. Each community is different and there are many varying factors which are not addressed by the standards above. For example:

- Does “developed acreage” include golf courses? What about indoor and passive facilities?
- What are the standards for skateparks? Ice Arenas? Public Art? Etc.?
- What if it’s an urban land-locked community? What if it’s a small town surrounded by open Federal lands?
- What about quality and condition? What if there’s a bunch of ballfields, but they haven’t been maintained in the last ten years?
- And many other questions....

GRASP® (Geo-Referenced Amenities Standards Program)

In order to address these and other relevant questions, a new methodology for determining Level of Service was developed. It is called a **composite-values methodology** and has been applied in communities across the nation in recent years to provide a better way of measuring and portraying the service provided by parks and recreation systems. Primary research and development on this methodology was funded jointly by GreenPlay, LLC, a management consulting firm for parks, open space and related agencies, Design Concepts, a landscape architecture and planning firm, and Geowest, a spatial information management firm. The trademarked name for the composite-values methodology process that these three firms use is called **GRASP® (Geo-Referenced Amenities Standards Program)**. For this methodology, capacity is only part of the LOS equation. Other factors are brought into consideration, including *quality, condition, location, comfort, convenience, and ambience*.

To do this, parks, trails, recreation, and open space are looked at as part of an overall infrastructure for a community made up of various components, such as playgrounds, multi-purpose fields, passive areas, etc. The ways in which the characteristics listed above affect the amount of service provided by the components of the system are explained in the following text.

Quality – The service provided by anything, whether it is a playground, soccer field, or swimming pool is determined in part by its quality. A playground with a variety of features, such as climbers, slides, and swings provides a higher degree of service than one with nothing but an old teeter-totter and some “monkey-bars.”

Condition – The condition of a component within the park system also affects the amount of service it provides. A playground in disrepair with unsafe equipment does not offer the same service as one in good condition. Similarly, a soccer field with a smooth surface of well-maintained grass certainly offers more service than one that is full of weeds, ruts, and other hazards.

Location – To be served by something, you need to be able to get to it. The typical park playground is of more service to people who live within easy reach of it than it is to someone living all the way across town. Therefore, service is dependent upon proximity and access.

Comfort – The service provided by a component, such as a playground, is increased by having amenities such as shade, seating, and a restroom nearby. Comfort enhances the experience of using a component.

Convenience – Convenience encourages people to use a component, which increased the amount of service that it offers. Easy access and the availability of trash receptacles, bike rack, or nearby parking are examples of conveniences that enhance the service provided by a component.

Ambience – Simple observation will prove that people are drawn to places that “feel” good. This includes a sense of safety and security, as well as pleasant surroundings, attractive views, and a sense of place. A well-designed park is preferable to poorly-designed one, and this enhances the degree of service provided by the components within it.

In this methodology, the geographic location of the component is also recorded. Capacity is still part of the LOS analysis (described below) and the quantity of each component is recorded as well.

The methodology uses comfort, convenience, and ambience as characteristics that are part of the context and setting of a component. They are not characteristics of the component itself, but when they exist in proximity to a component they enhance the value of the component.

By combining and analyzing the composite values of each component, it is possible to measure the service provided by a parks and recreation system from a variety of perspectives and for any given location. Typically, this begins with a decision on “**relevant components**” for the analysis, collection of an accurate inventory of those components, analysis and then the results are presented in a series of maps and tables that make up the **GRASP**® analysis of the study area.

Making Justifiable Decisions

All data generated from the GRASP® evaluation is compiled into an electronic database that is then available and owned by the agency for use in a variety of ways. The database can help keep track of facilities and programs, and can be used to schedule services, maintenance, and the replacement of components. In addition to determining LOS, it can be used to project long-term capital and life-cycle costing needs. All portions of the information are in standard available software and can be produced in a variety of ways for future planning or sharing with the public.

It is important to note that the GRASP® methodology provides not only accurate LOS and facility inventory information, but also works with and integrates with other tools to help agencies make decisions. It is relatively easy to maintain, updatable, and creates easily understood graphic depictions of issues. Combined with a needs assessment, public and staff involvement, program and financial assessment, GRASP® allows an agency to defensibly make recommendations on priorities for ongoing resource allocations along with capital and operational funding.

A.3 WALKABILITY

Walkability is an important consideration in recreation these days. Various walkability metrics and methodologies have emerged to assist park and recreation managers and planners in understanding this dynamic. These include:

- Walk score
- Walkability TM
- Walkonomics
- RateMy Street
- Walkability App
- Safe Routes to Parks
- Safe Routes to Play
- Safe Routes to School
- Sidewalk and Walkability Inventory

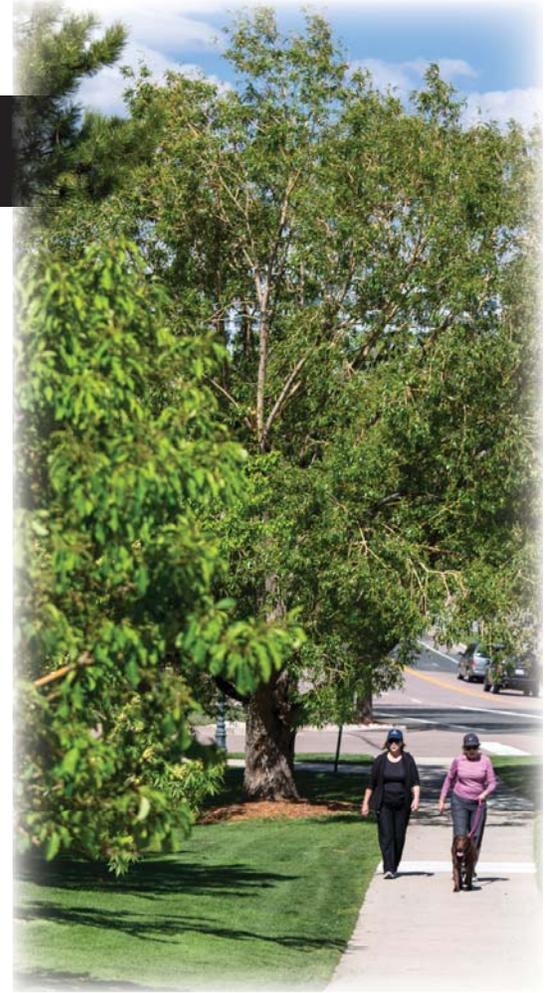
It is important to take bicycle and public transportation users into account as well as pedestrians. The concept of “complete streets” refers to a built environment that serves various types of users of varying age and ability. Many associations and organizations provide guidance on best practices in developing walkable and bikeable complete streets infrastructure. One such entity, the Association of Pedestrian and Bicycle Professionals (APBP, www.apbp.org) actively promotes complete streets in cities around the country. Another such organization, the National Association of City Transportation Officials (NACTO, www.nacto.org) recently released the **NACTO Urban Street Design Guide** which provides a full understanding of complete streets based on successful strategies employed in various North American cities. This most comprehensive reference on the topic is a valuable resource for all stakeholders involved in city planning and will likely prove to be a critical reference in building the cities of tomorrow.

Walkability Standards: a test of common assumptions related to walkable access



Abstract

The increasing interest in walking as a healthy and sustainable means of getting around highlights a need to fill the gaps in what is known about walking as a form of transportation. Planners have traditionally relied on normative standards rather than ones based on evidence to determine time and distance relationships associated with walkability. This paper reports the results of an activity designed to test basic assumptions about walking speed and distance in the built environment and provides suggested guidelines for use in planning for walkability.



Introduction

Determining how far apart to space things like parks, trails and transit stops has a direct bearing on the cost of providing such services to the public. Placing facilities too far away may discourage people from using them, while spacing them too close together is inefficient. It is important to get it right.

Parks are a good example. Providing parks within walking distance of people's homes has long been a basic principle of urban planning. But serious study of the relationship between walking and parks has been lacking, so planners have relied on general practices and rules of thumb, rather than standards based on research. The increasing emphasis of walking as a viable and desirable means of transportation highlights a need to fill the gaps in what is known about walking as it relates to parks and other destinations. Questions such as how far and how fast people walk; what influences their choices of when to walk and where to walk; and other behavioral aspects of walking have relevance to an expanding cadre of people interested in walking.

The purpose of this paper is to offer some insight into the principles behind planning for walkability.

Normative Standards for Walking

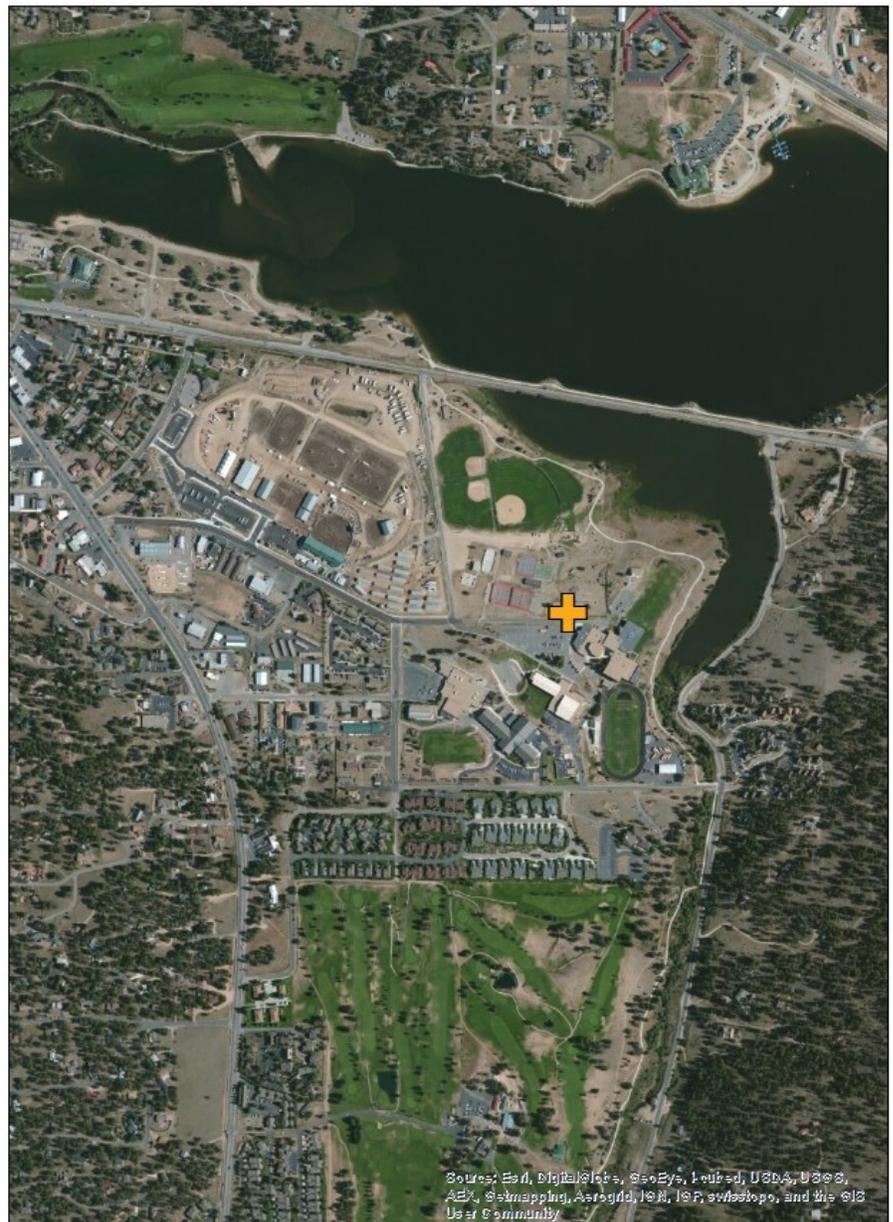
Planners typically use ten minutes as the duration that people are willing to spend to walk to a destination. While there is little empirical evidence to support the validity of this measure, it has nonetheless been accepted as a standard. Translating ten minutes of walking into a measure of distance brings up the question of walking speed. Obviously, speed varies depending on the physical ability of the pedestrian and any encumbrances they may have, such as pushing a baby stroller or carrying packages. Other factors, such as the nature of the route (including such things as pavement type, terrain, and impediments like busy streets or waterways) affect pedestrian speed as well. As a result there is a lack of consistency in the distances used among planners to make decisions related to walking. Distances ranging from 1/8 mile to a mile or more are found in planning studies, with 1/4 mile being the most commonly used standard for determining walkable access.

Methodology

A gathering of people interested in parks and other public spaces at the GP RED Think Tank in Estes Park, Colorado in 2014 provided an opportunity to test assumptions about walking and generate empirical data. The event was attended by approximately 50 participants from the US and Canada. The participants came primarily from the fields of parks and recreation, land management, and public health. While they ranged in age and physical condition, all were adults able to walk without the aid of mobility devices. They

agreed to take part in a quasi-experiment to study walking behaviors through a short exercise. In the exercise, the participants were divided into groups of three people (11 groups total) and given a set of maps and instructions. All of the groups were taken to a single starting point located between a community park and a high school. Figure 1 shows the starting point and surrounding area.

Figure 1. Aerial Photo Map of Starting Point and Surrounding Area



The GP RED Think Tank in Estes Park, Colorado in 2014 provided an opportunity to test assumptions about walking and generate empirical data.



0 0.25 0.5 Miles

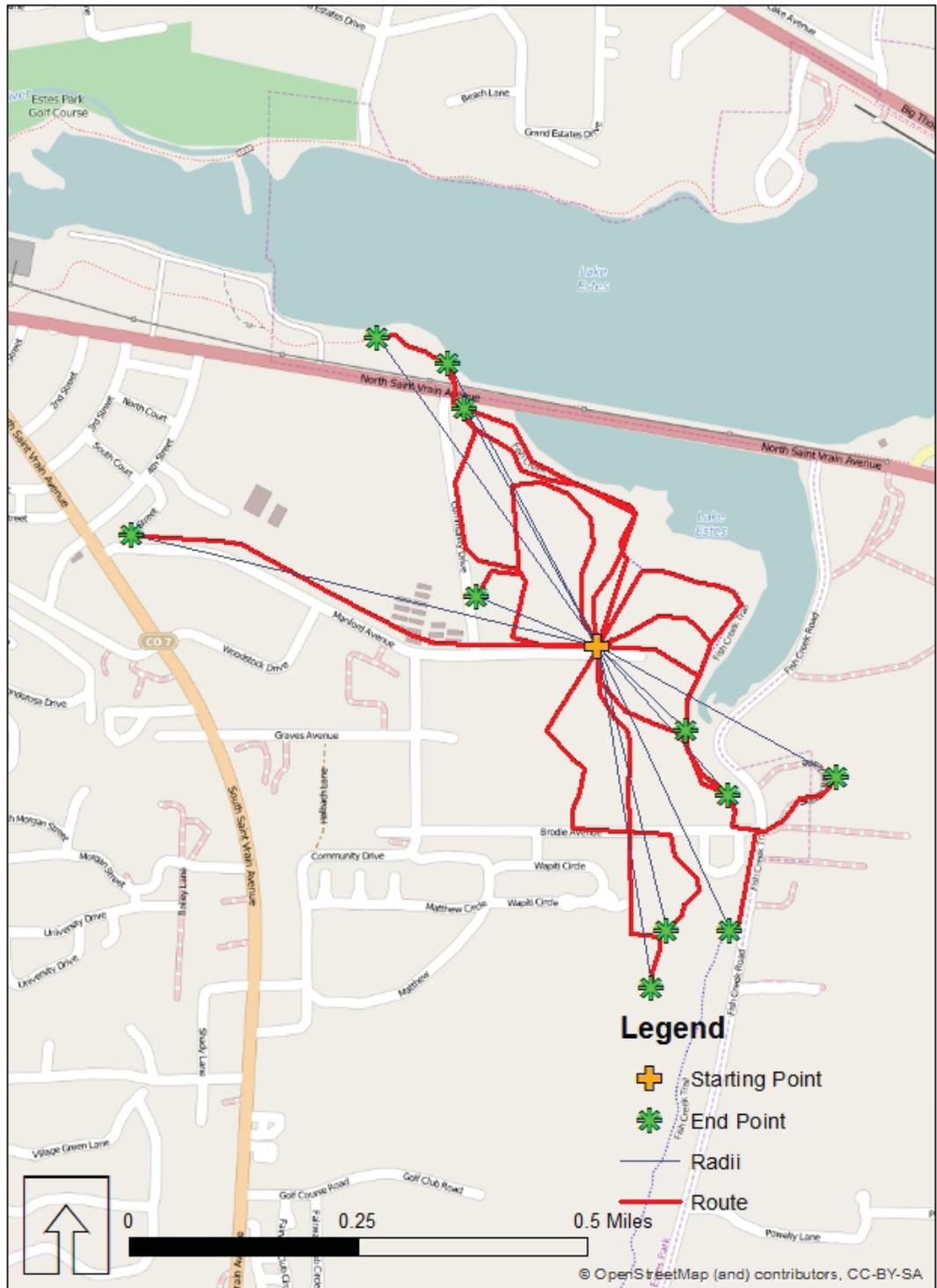
Legend

 Starting Point

Upon a signal, the groups were asked to fan out simultaneously from the starting point. Each group was instructed to walk in a direction generally away from the starting point and away from the other groups, and to walk casually as a group for a period of exactly 10 minutes. At the 10-minute point they recorded their group's location

on the map and returned to the starting point, re-tracing their route and marking it on the map. The maps were then collected and the starting point, routes, and end points were entered into a GIS map for analysis. Figure 2 shows the end points, routes, and a radial line from the starting point for all of the groups.

Figure 2. Map of Results for All Groups



Using the GIS, three specific aspects of walking were analyzed. First the Euclidian, or straight line (radial) distance between the origin and the destinations was measured.

Second, the length of the actual routes walked were measured. Third, the speed at which the groups walked was calculated. The results are shown in Table 1.

Table 1. - Summary of Results

Group	Radial Length (Ft.)	Radial Length (Miles)	Path Length (Ft.)	Path Length (Miles)	Speed MPH
1	755	0.14	2155	0.41	2.45
2	1576	0.30	2035	0.39	2.31
3	1846	0.35	2337	0.44	2.66
4	2184	0.41	2838	0.54	3.23
5	703	0.13	1944	0.37	2.21
6	1144	0.22	1265	0.24	1.44
7	1808	0.34	2375	0.45	2.70
8	1688	0.32	2485	0.47	2.82
9	1995	0.38	2181	0.41	2.48
10	2753	0.52	2922	0.55	3.32
11	1571	0.30	2697	0.51	3.06
Average	1638	0.31	2294	0.43	2.61
Median	1688	0.32	2337	0.44	2.66

Rounding off the results, we find that the radial distance from the starting point ranged from as little as 0.13 miles (just over 1/8 mile) to as far as 0.52 miles (just over 1/2 mile). The average of all eleven teams was 0.31 (mean of 0.32), or just under 1/3 mile.

The lengths of the routes taken by the teams ranged from 0.24 (just under 1/4 mile) to 0.55 miles (just over 1/2 mile). The speed of the teams (averaged over the 10 minute walking time) ranged from 1.44 miles per hour to 3.32 miles per hour, with an average speed of 2.62 (mean of 2.66) miles per hour.

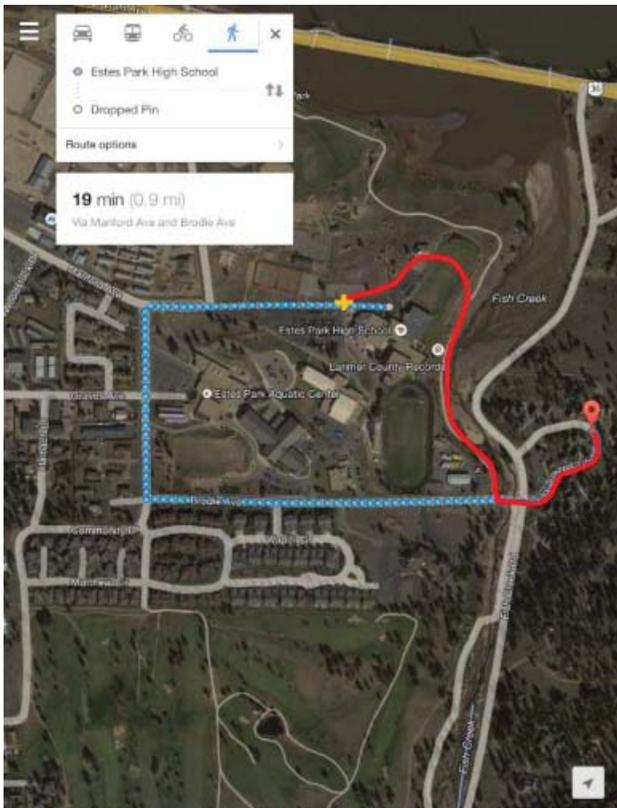
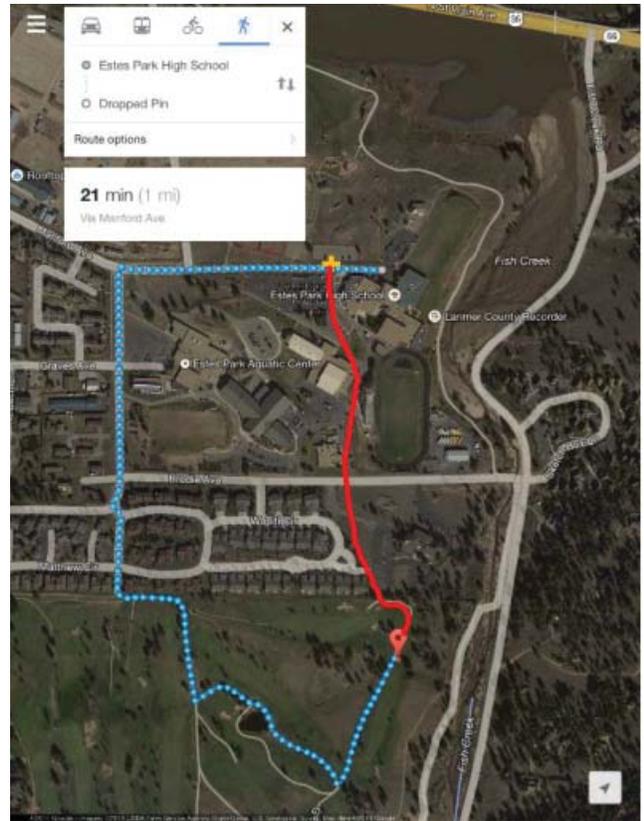
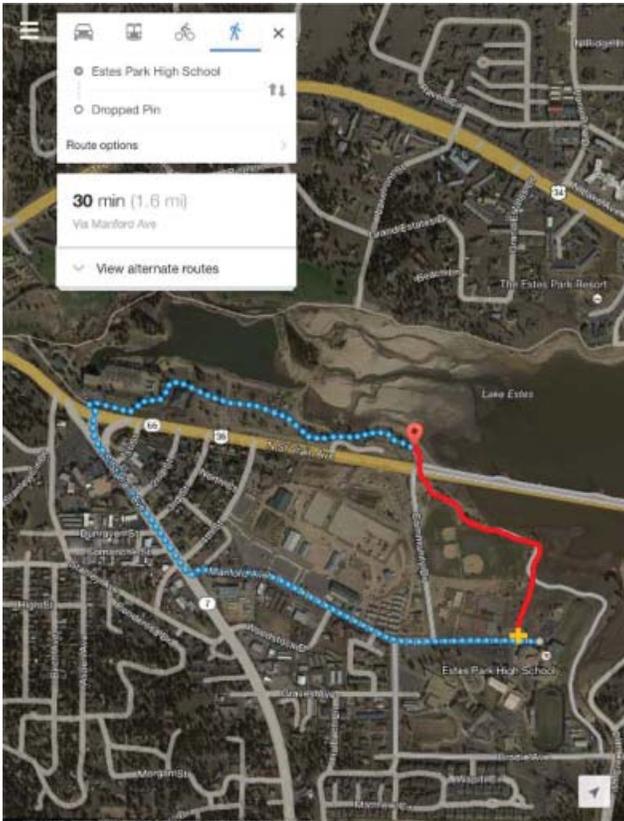
Radial vs Network Buffers

Buffers are typically used around origins or destinations to determine walkable access. Buffers are typically one of two types, although other types are sometimes used. Radial (also called Euclidian or straight-line) buffers are circular and have the travel origin or destination at their center. Network buffers are plotted along defined routes, such as streets, trails, or sidewalks. While radial buffers are commonly used and easily applied, some feel that network buffers produce more accurate results when measuring access between origins and destinations. However, to be accurate, network buffers require a GIS base map that contains all possible routes. In the case of the study area used here, it was possible for participants to take a number

of shortcuts across the park and school grounds. As a result, some groups walked across the large parking lots and/or sports fields while others stayed on designated paths.

Barriers, such as highways and water bodies, also affect the results of different buffer types. Figure 3 shows the difference between some of the routes recorded by the groups and those prescribed by Google Maps along its known network. Note that while Google Maps accurately included the trail system as part of the walking network, it did not recognize the presence of a tunnel under the adjacent highway of which the two groups took advantage. The use of the tunnel made a significant difference in where the groups ended up on their prescribed 10-minute walk.

Figure 3. Network-Based Routes vs. Actual Routes Walked



Google Maps for iPad was used to see how computer-generated network maps would compare to the actual routes taken by the groups. The blue dotted lines show suggested routes from Google Maps application. The red lines show the actual routes walked by the group to that destination in 10 minutes.

(Note: the starting points are slightly different in the Google Map from the actual starting points of the groups. This is due to the way Google Maps selects starting locations. This makes the distance of the route as calculated by Google Maps approximately 0.05 miles longer than it would be if it was calculated from the true starting point.)

Limitations

This study was conducted as an exercise using volunteers. The sample size is small, and the participants were not randomly selected. They are not intended to represent the set of all pedestrians who may want to walk to a park, school, or other destination. The results described here should not be considered statistically valid nor generalizable to other places and situations. The intent was simply to test generally-held assumptions about walking patterns against empirically measured results in a specific case. It is hoped that additional studies will be conducted by others to build the base of knowledge and allow more informed decisions to be made by planners.

The location used for this case study consisted in large part of a developed park and the grounds of a public school campus and local government center. Thus, the results may apply best to situations such as university grounds; government or corporate campuses; regional shopping centers; downtowns with high proportions of public plazas and open parking lots; and large parks and open space areas. They may not apply as effectively to residential areas with gridded streets and/or cul-de-sacs.

Recommendations

The results suggest some general guidelines that may be useful to planners, keeping in mind the limitations discussed earlier. These guidelines are only suggestions, and are not intended to be final or definitive.

For Radial Distances from a Destination (such as a Park or School)

1/8 mile is the radius of a circle centered on the destination within which typical pedestrians should be able to arrive at the destination within 10 minutes. Any walk originating inside this circle and proceeding towards the destination by the most expedient route should arrive within 10 minutes in most circumstances.

1/3 mile is the average radial distance from the destination from which a walker will arrive at the destination in 10 minutes. Stated differently, the average of all possible 10 minute walks to the destination would originate this far away in a straight line.

1/2 mile is the farthest radial distance from the destination that can be covered in 10 minutes by a typical pedestrian. This distance will capture essentially all possible walkers traveling at a normal pace within 10 minutes of the destination. I.e., all possible walks of 10 minute duration at normal walking speed and ending at the destination are captured within this distance.

For Network Distances

1/2 mile should be considered the maximum distance along a network from which a destination can be reached in ten minutes. The average ten minute walk would be slightly shorter.

1/8 mile should be considered the distance along a network from which most everyone should be able to arrive at the destination within ten minutes, except in unusual situations.

Summary

The results of this study suggest that the standards in common use, including 1/8 mile, 1/4 mile, and 1/2 mile, are all useful, but should be applied with a clear understanding of how they differ and what they actually represent. It is recommended that **1/3 mile** be used as a standard for radial buffers that represent the average origin of a ten minute walk to a selected destination. A distance of **1/2 mile** should be used as the typical distance along a network from which a 10 minute walk to a selected destination would originate. Walks originating closer to the destination along the network would be likely to take less than 10 minutes.

When GIS base data is known to be complete and accurate, or if non-network shortcuts are not common within the proximate area of a destination, network buffers are recommended. However, if base data is incomplete or if there are numerous possible shortcuts, radial buffers are recommended.

It is important to note that this study does not address the validity of ten minutes as a planning standard for the duration of walks. Further tests are recommended to determine the true relationship between walk duration and people's motivation to walk.

Additional Resources

While research on walking behaviors, particularly those associated with walking to parks, seems to be lacking in the literature, there is growing interest and discussion in the subject of walking. The following examples might be useful to those interested in this topic:

Kuzmyak, Richard, & Dill, Jennifer (2012). Walking and Bicycling in the United States: The who, what, where, and why. *TR News*, 280, 4-15. PDF.

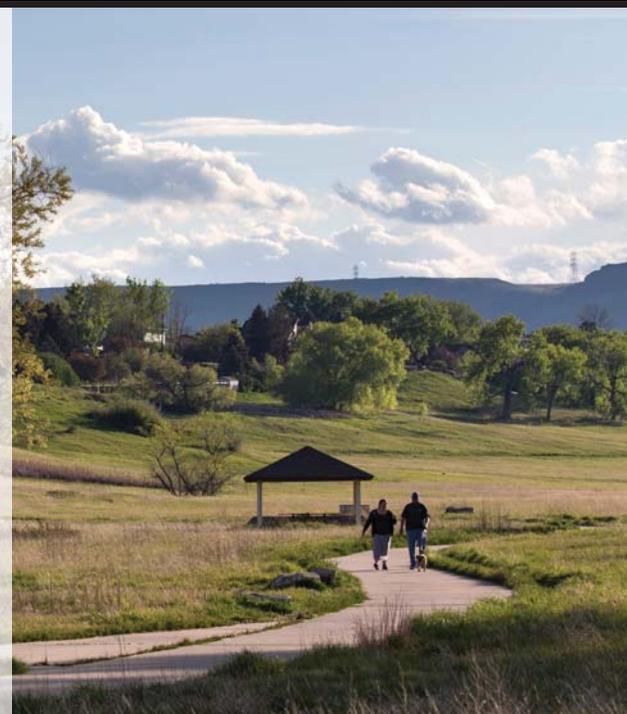
Walker, Jarrett (2011). Basics: walking distance to transit. *Human Transit: the professional blog of public transit planning consultant Jarrett Walker*. 24 July 2011. Web. 25 July 2014.

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Tags: Walkability; walking buffers; walking behaviors; walking distances; walkable access; walking studies; pedestrian standards; walking standards.



Layout and graphics provided by:



A.4 LOW-SCORING COMPONENTS, MODIFIERS AND SITE SPECIFIC RECOMMENDATIONS

List of Low-Scoring Components and Modifiers

Outdoor Low Scoring Components

Map ID	LOCATION	COMPONENT	GRASP® Score	QUANTITY	LIGHTS	SHADE	COMMENTS
C712	ACACIA PARK	Aquatics, Spray Pad	1	1			Lacks some of the theming that other spray pads have
C720	AMADOR VISTA PARK	Aquatics, Spray Pad	1	1			Lacks some of the theming that other spray pads have
C723	AMADOR VISTA PARK	Game Court	1	2			Tetherball Courts. Lack rope and balls
C1326	ARROYO GRANDE SPORTS	Horseshoe Court	1	2	Y		Has some erosion issues
C753	AVELLINO PARK	Basketball Court	1	1	Y		Typical 1 plus 4 One rim missing
C768	BOULDER CREEK PARK	Dog Park	1	1			This dog park falls short in relation to other dog parks in Henderson
C779	CACTUS WREN PARK	Rectangular Field, Small	1	1	Y		Overlay
C794	CAPRIOLA PARK	Aquatics, Spray Pad	1	1			Basic spray pad area. No additional features like other spray pads
C828	DOS ESCUELAS PARK	Playground, Local	1	1		N	Sand surfacing
C834	DOWNTOWN PARK	Basketball Court	1	1			Poor condition
C836	DOWNTOWN PARK	Shelter, Small	1	1			Does not meet current standard
C844	ESSELMONT PARK	Basketball Court	1	1	Y		Typical 1 plus 4 show major wear nets need to be replaced
C889	HERITAGE PARK	Playground, Local	1	1		N	Seems underwhelming for park of this magnitude
C902	HIDDEN FALLS PARK	Aquatics, Spray Pad	1	1			Basic spray pad area. No additional features like other spray pads
C897	HIDDEN FALLS PARK	Basketball Court	1	1	Y		Typical 1 plus 4 Two backboards are missing surfacing is showing some age
C1250	MADEIRA CANYON PARK	Horseshoe Court	1	1	Y		Horseshoe courts could be updated
C945	MISSION HILLS PARK	Playground, Destination	1	1		Y	This playground structure really falls short in this case
C954	MISSION HILLS PARK	Shelter, Small	1	4	Y		Shelter roofs are rusting
C958	MORRELL PARK	Basketball Court	1	1	Y		Typical 1 plus 4. Quite a bit a slope to the court itself also
C960	MORRELL PARK	Horseshoe Court	1	2			Not in good condition
C961	MORRELL PARK	Volleyball Court	1	2	Y		Not in good condition
C975	MOUNTAIN LAKE PARK	Open Turf	1	1			Small area
C992	OCALLAGHAN PARK	Playground, Local	1	1			This second playground is not as nice as the other in this park
C1319	PASEO VERDE PARK	Game Court	1	2			Shuffleboard needs to be repainted
C1038	PASEO VISTA PARK	Aquatics, Spray Pad	1	1			Lacks some of the theming that other spray pads have
C1037	PASEO VISTA PARK	Dog Park	1	1	Y		Small
C1100	RODEO PARK	Fitness Course	1	1			Could use some TLC. No signage for example
C1090	RODEO PARK	Tennis Court	1	2	Y		Court surfacing needs to be updated otherwise appear to be in decent shape Lacks typical windscreen like all the other courts
C1093	RODEO PARK	Volleyball Court	1	1	Y		Debris littered sand. Net loose. Second court
C1262	SONATA PARK	Playground, Local	1	1		Y	Combination of sand and pip surfacing
C1154	SUNRIDGE PARK	Basketball Court	1	1	Y		Surface shows wear Typical 1 plus 4
C1164	SUNRIDGE PARK	Volleyball Court	1	1	Y		Sand in poor shape
C1180	TRAIL CANYON PARK	Horseshoe Court	1	2			Not in good condition
C1194	VIVALDI PARK	Playground, Local	1	1		Y	Older playground equipment not as extensive as others and has sand surfacing
C1211	WELLS PARK	Aquatics, Spray Pad	1	1			No additional play features like others

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Park Specific Recommendations

There were site-specific thoughts during the inventory. These recommendations should be considered but should not take the place of typical park improvements or neighborhood processes. The City of Henderson system is very good and lives up to its standards throughout the system, hence the limited number of site-specific recommendations.

- Acacia Park
 - C705 Basketball, seems more appropriate to only have two extra hoops although in this case square backboard should go on the full court
 - C704 Diamond Field, consider covered dugouts
- Amador Vista Park
 - C723 Game Court, consider posting signage in parks that tetherballs and volleyball nets are available through staff on site or at parks and recreation office.
- Anthem Hills Park
 - Nice Park and nice amenities. It feels like it's almost getting loved to death. Consider increasing park maintenance at this park
- Capriola Park
 - Consider more trailhead type facilities such as kiosk, shelter, and signage at the east end of this site
- Dos Escuelas Park
 - Might have been better to flip the dog park and the playground
 - Work to create trail connection from park
- Horizon Crest Park
 - Replace playground surfacing
- Mission Hills Park
 - This could be divided up into several fields but there is some elevation change that limits configuration
 - Paint shelters to limit rusting
 - Playground and spray pad should be updated
- Morrell Park
 - Park could use an update overall
 - Basketball surfacing needs to be updated
 - Horseshoes should update to the Wells Park standard
 - Volleyball courts are not in good shape. Sand needs to be replaced or there appears to be some drainage issues. May want to just repurpose it
- OCallaghan Park
 - Park could use a freshen up and maybe an overall master plan
 - Consider dugout roofs
 - Consider playgrounds updates at this park
- Paseo Verde Park
 - C1015 Volleyball Court , update sand surfacing
 - C1319 Game Court, shuffleboard needs repainting
- Puccini Park
 - C1060 Tennis Courts, will need surface update soon
- River Mountain Park
 - Overall components showing wear and tear. Park needs an overall update
- Roadrunner Park
 - Consider adding components to this park to increase overall park score

- Rodeo Park
 - Consider overall upgrades to park to meet current standards such as benches
- Silver Springs Park
 - C1123 Diamond Field, needs maintenance
- Sonata Park
 - Consider general park updates
- Sunridge Park
 - C1164 Volleyball Court , replace sand
- Trail Canyon Park
 - C1180 Horseshoe Court - Upgrade to standard
- Vivaldi Park
 - C1194 Playground, Local, consider upgrade to equipment and surfacing
 - Consider grill updates

Indoor Facility Recommendations

- Black Mountain Recreation Center
 - Consider adding more office space
- Downtown Recreation Center
 - Consider adding sound barrier between gym and rest of building
- Heritage Park Senior Facility
 - Consider adding storage, kitchen and programming space as well as staff
- Bird Preserve Indoor
 - Continue to monitor development in the area for infrastructure needs. Move forward with construction documents once funding is identified

Low Scoring Outdoor Modifiers

Modifiers that scored low have been highlighted in the table below in red. Modifiers that were not present at the time of site visits scored a zero and are highlighted in yellow. This is not meant to imply that all parks and facilities should have all modifiers but rather that the presence of modifiers should be considered as they positively impact user experience.

Location	Design and Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Waste Stations	Security Lighting	Bike Racks	Restrooms	Shade Trees or Structures	Trail Connections	Park Access	Parking	Ornamental Plantings	Picnic Tables
ACACIA PARK	2	1	2	2	2	2	2	2	2	3	2	2	2	2
ALLEGRO PARK	2	2	1	1	2	2	0	2	2	2	2	2	2	1
AMADOR VISTA PARK	2	2	2	2	2	2	2	2	2	0	2	2	2	2
ANTHEM HILLS PARK	2	2	2	2	2	2	2	2	0	2	2	2	2	2
ARROYO GRANDE SPORTS COMPLEX	3	2	2	2	2	2	2	2	1	3	2	2	2	2
AVELLINO PARK	2	2	2	2	2	2	2	2	2	0	2	2	2	2
AVENTURA PARK	2	2	2	2	2	2	2	2	2	0	2	2	2	2
BIRD VIEWING PRESERVE	2	0	2	0	0	2	2	2	2	2	1	2	2	2
BOULDER CREEK PARK	2	2	2	2	2	2	2	2	1	1	2	2	2	2
BURKHOLDER PARK	2	2	2	1	2	2	2	2	2	2	2	2	2	2
CACTUS WREN PARK	2	2	2	2	2	2	2	2	2	3	2	2	2	2
CAPRIOLA PARK	3	2	2	2	2	2	2	2	2	2	2	2	3	2
CINNAMON RIDGE PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
CORNERSTONE PARK	3	2	2	2	2	2	2	2	1	2	2	2	2	2
DISCOVERY PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
DOS ESCUELAS PARK	1	2	2	2	2	2	2	2	2	0	2	2	2	2
DOWNTOWN PARK	1	2	2	2	2	2	2	0	2	3	2	2	2	2
EQUESTRIAN PARK NORTH	2	2	2	0	0	2	0	2	1	3	2	3	0	2
EQUESTRIAN PARK SOUTH	2	2	2	0	2	2	0	2	2	3	2	3	2	2
ESSELMONT PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
EVENTS PLAZA	2	2	2	0	0	2	2	2	1	0	2	2	2	2
FOX RIDGE PARK	2	2	2	2	2	2	0	2	2	0	2	0	2	2
GREEN VALLEY PARK	2	2	2	2	2	2	0	2	2	0	2	0	2	2
HAYLEY HENDRICKS PARK	2	2	2	2	2	2	2	2	0	0	2	2	0	2
HERITAGE PARK	2	2	2	2	2	2	0	2	1	2	2	2	2	2
HIDDEN FALLS PARK	2	2	2	2	2	2	2	2	0	3	2	2	2	2
HORIZON CREST PARK	3	2	2	2	2	2	0	2	2	1	2	2	2	2
MADEIRA CANYON PARK	3	2	2	2	2	2	2	2	2	0	2	2	2	2
MCCULLOUGH HILLS TRAILHEAD	2	2	2	0	2	2	0	2	0	3	2	2	2	2
MCCULLOUGH VISTA PARK	3	2	2	2	2	2	2	2	2	0	2	2	3	2

Location	Design and Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Waste Stations	Security Lighting	Bike Racks	Restrooms	Shade Trees or Structures	Trail Connections	Park Access	Parking	Ornamental Plantings	Picnic Tables
MISSION HILLS PARK	2	2	2	2	2	2	2	2	2	1	2	2	2	2
MORRELL PARK	2	2	2	1	2	2	2	2	2	1	0	2	2	2
MOUNTAIN LAKE PARK	2	2	2	2	2	2	2	2	2	3	2	2	2	2
MOUNTAIN VIEW PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
O'CALLAGHAN PARK	1	2	2	2	2	2	2	2	2	0	2	2	2	2
PARADISE POINTE PARK	2	2	2	2	2	2	2	2	2	1	2	2	3	2
PASEO VERDE PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
PASEO VERDE TRAILHEAD	2	2	2	0	2	2	2	2	0	3	2	2	2	2
PASEO VISTA PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
PECOS LEGACY PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
POTENZA PARK	3	2	2	2	2	2	2	2	2	1	2	2	3	2
PROCTOR JUDICIAL PARK	2	2	2	0	0	2	2	0	2	0	2	2	2	2
PUCCINI PARK	2	2	1	1	2	2	2	2	2	2	2	2	2	2
REUNION TRAILS PARK	3	2	3	2	2	2	3	2	2	3	2	2	2	2
RIVER MOUNTAIN PARK	1	2	2	2	2	2	2	2	2	0	2	2	2	2
ROADRUNNER PARK	1	0	2	2	2	2	0	0	0	2	2	0	2	2
RODEO PARK	1	2	1	2	2	2	2	2	2	0	2	2	2	2
RUSSELL ROAD RECREATION COMPLEX	1	2	2	1	2	2	0	2	0	1	2	2	0	2
SAGUARO PARK	2	2	2	2	2	2	0	2	2	2	2	2	2	2
SHADED CANYON TRAILHEAD	2	0	2	0	2	2	2	0	0	3	2	0	0	2
SIENA HEIGHTS TRAILHEAD	1	2	2	0	2	2	0	2	1	3	2	2	2	2
SILVER SPRINGS PARK	2	2	2	2	2	2	2	2	2	1	2	2	2	2
SILVER SPRINGS RECREATION CENTER	2	2	2	0	2	2	2	0	2	2	2	2	2	2
SOLISTA PARK	3	2	2	2	2	2	2	2	2	3	2	2	3	2
SONATA PARK	2	2	2	2	2	2	0	2	2	3	2	2	2	2
STEPHANIE LYNN CRAIG PARK	2	2	2	2	2	2	2	2	2	0	2	2	2	2
SUNRIDGE PARK	2	2	1	2	2	2	2	2	2	2	2	2	2	2
TERRAZZA PARK	3	2	2	2	2	2	2	2	2	3	2	2	2	2
TRAIL CANYON PARK	2	2	2	2	2	2	0	2	2	0	2	2	1	2
TUSCANY PARK	2	2	2	2	2	2	2	2	2	2	2	2	2	2
VIVALDI PARK	2	2	2	1	2	2	0	2	0	2	2	2	2	2
WELLS PARK	3	2	2	2	2	2	2	2	2	0	2	2	3	2
WESTON HILLS PARK	2	2	2	2	2	2	2	2	1	1	2	2	2	2

Location	Design and Ambiance	Drinking Fountains	Seating	BBQ Grills	Dog Waste Stations	Security Lighting	Bike Racks	Restrooms	Shade Trees or Structures	Trail Connections	Park Access	Parking	Ornamental Plantings	Picnic Tables
WHITNEY MESA NATURE PRESERVE	2	0	2	2	2	2	0	2	1	3	2	2	0	2
WHITNEY MESA RECREATION AREA	3	2	2	2	2	2	2	2	1	3	2	2	2	2

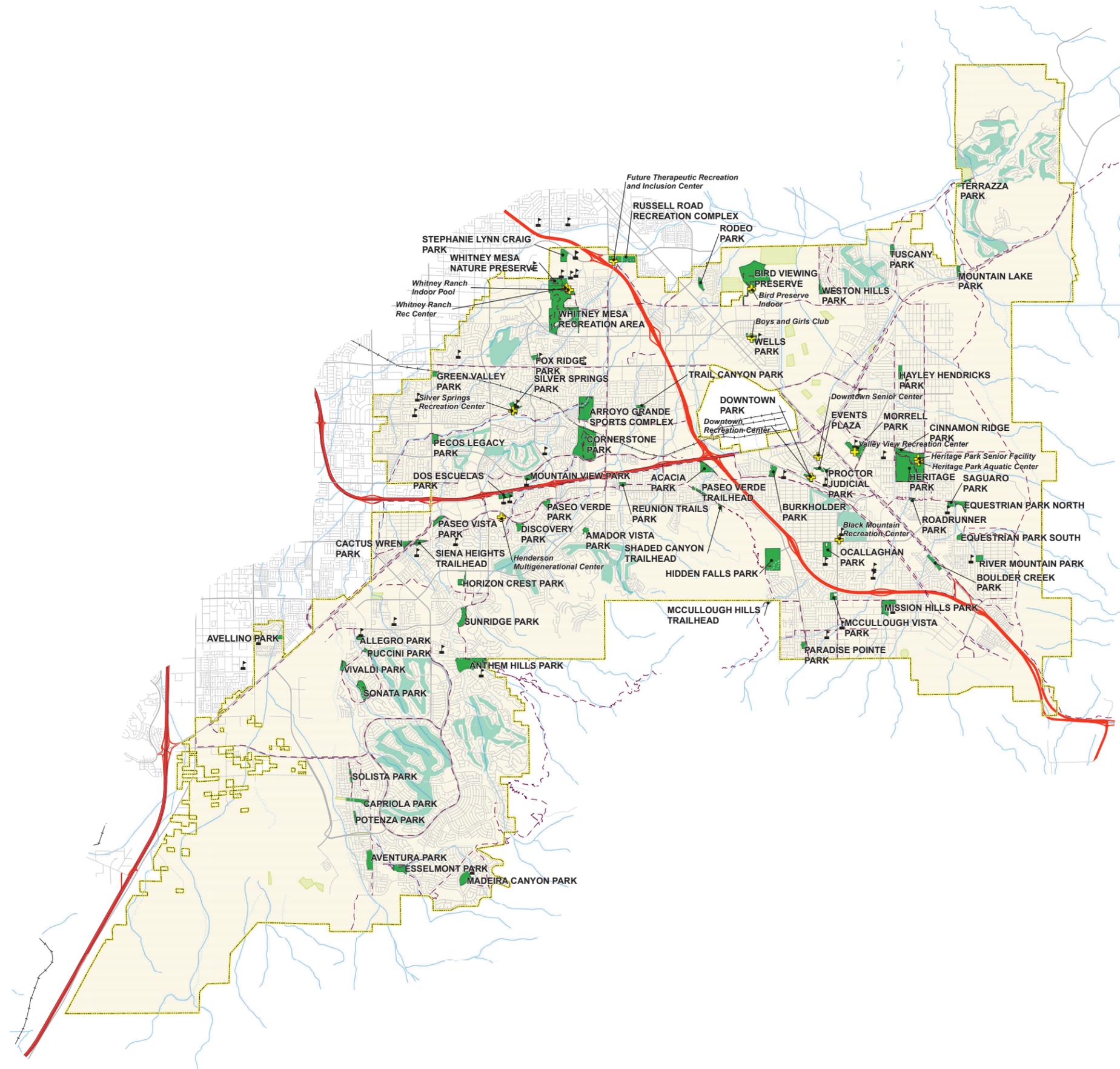
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APPENDIX B: GRASP[®] MAPS



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Henderson, Nevada Parks and Recreation Comprehensive Master Plan System Map

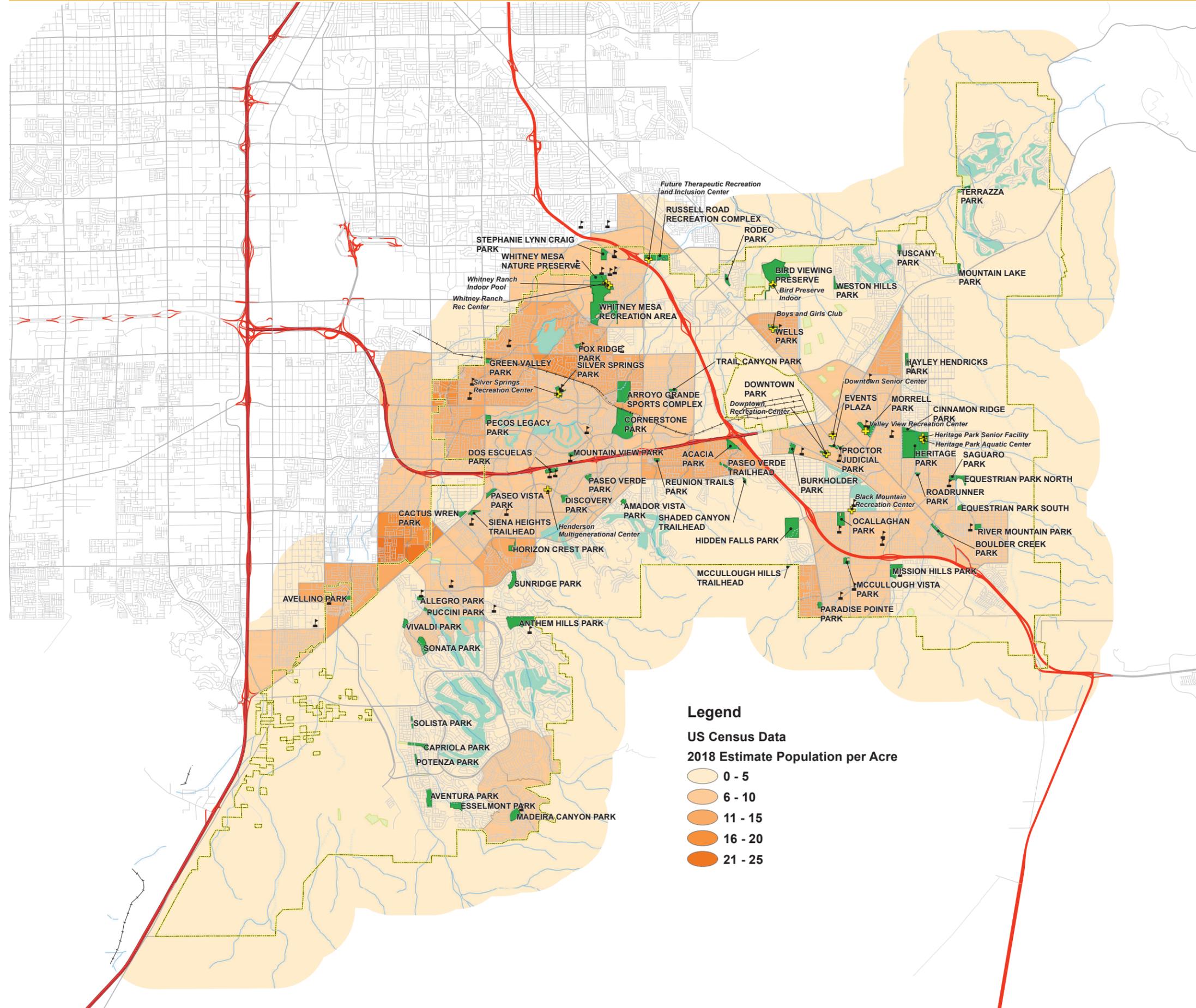


Legend

- + Indoor Facility
- ⚡ School
- Existing Trail
- Interstate
- US Highway
- Other Streets
- Railroad
- Lake
- River/Stream
- Outdoor Facility
- Future Outdoor Facility
- Golf Course
- Henderson City Boundary

Henderson, Nevada Parks and Recreation Comprehensive Master Plan

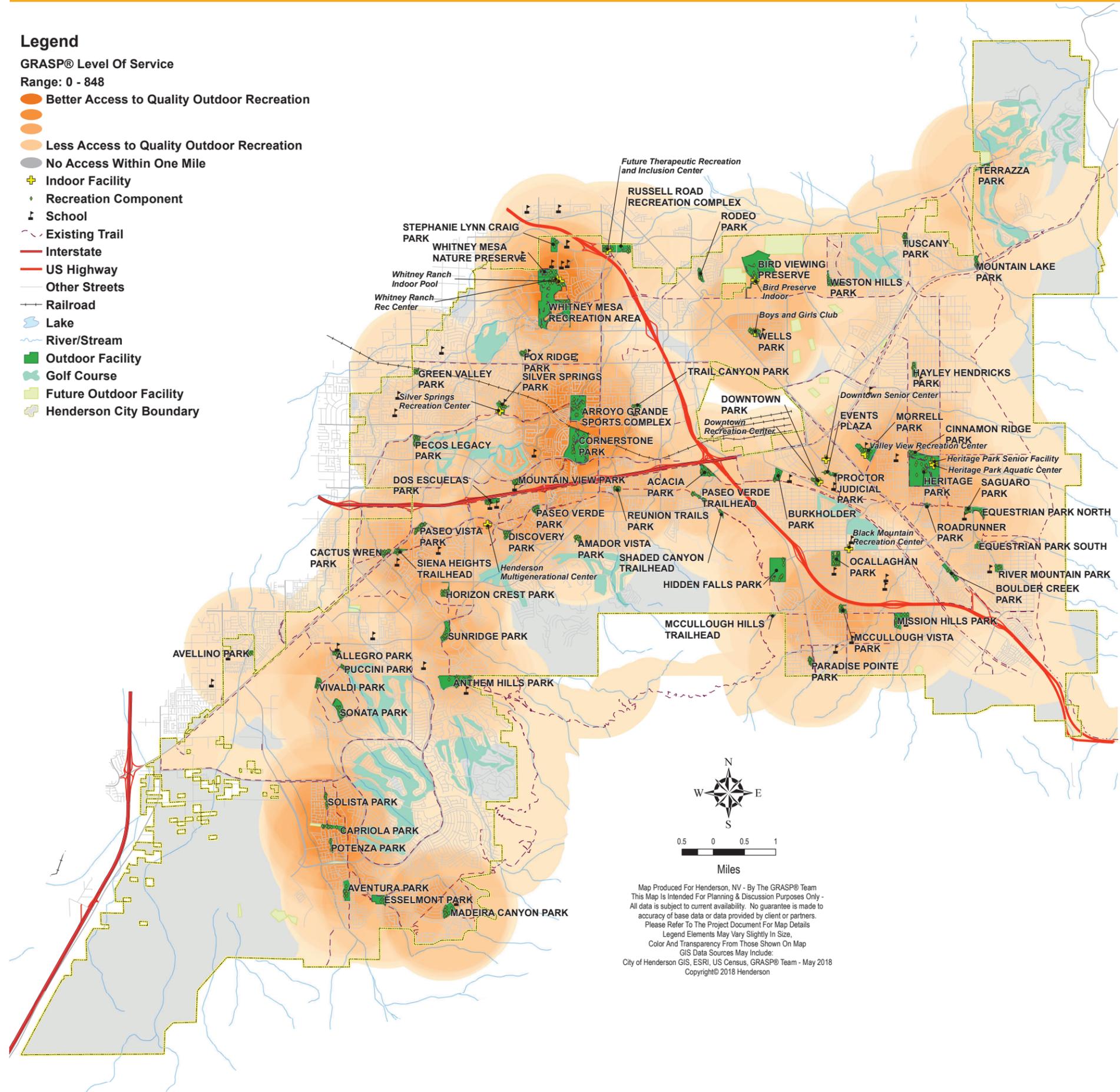
Resource Map B: Population Density



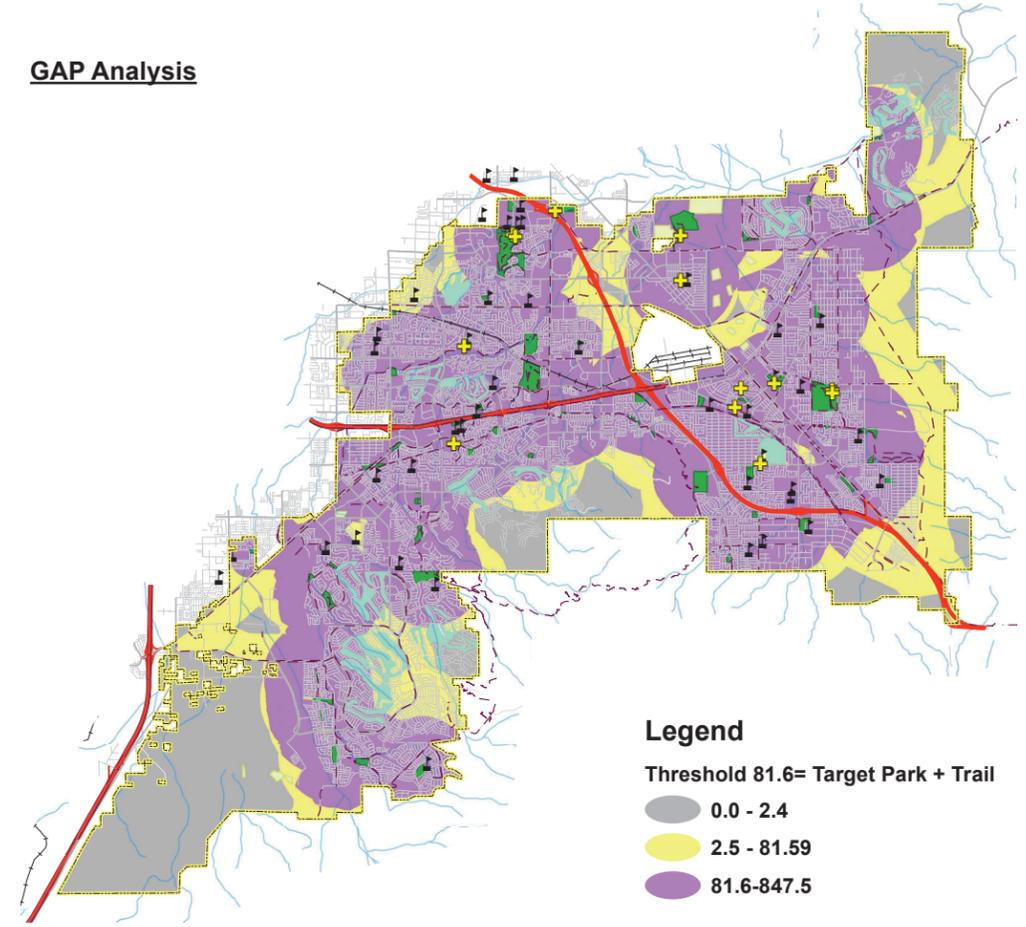
Henderson, Nevada Parks and Recreation Comprehensive Master Plan

Neighborhood Access to Outdoor Recreation Opportunities

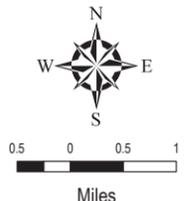
- Legend**
- GRASP® Level Of Service
Range: 0 - 848
- Better Access to Quality Outdoor Recreation
 - Less Access to Quality Outdoor Recreation
 - No Access Within One Mile
 - + Indoor Facility
 - ♦ Recreation Component
 - ♠ School
 - Existing Trail
 - Interstate
 - US Highway
 - Other Streets
 - Railroad
 - Lake
 - River/Stream
 - Outdoor Facility
 - Golf Course
 - Future Outdoor Facility
 - Henderson City Boundary



GAP Analysis



- Legend**
- Threshold 81.6= Target Park + Trail
- 0.0 - 2.4
 - 2.5 - 81.59
 - 81.6-847.5



Map Produced For Henderson, NV - By The GRASP® Team
 This Map Is Intended For Planning & Discussion Purposes Only -
 All data is subject to current availability. No guarantee is made to
 accuracy of base data or data provided by client or partners.
 Please Refer To The Project Document For Map Details
 Legend Elements May Vary Slightly In Size,
 Color And Transparency From Those Shown On Map
 GIS Data Sources May Include:
 City of Henderson GIS, ESRI, US Census, GRASP® Team - May 2018
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Henderson, Nevada Parks and Recreation Comprehensive Master Plan

Walkable Access to Outdoor Recreation Opportunities

Legend

GRASP® Level Of Service

Range: 0 - 685

■ Better Access to Quality Outdoor Recreation

■

■ Less Access to Quality Outdoor Recreation

■

■ No Walkable Access

+ Indoor Facility

⚓ School

- Existing Trail

= Interstate

= US Highway

- Other Streets

- Railroad

~ Lake

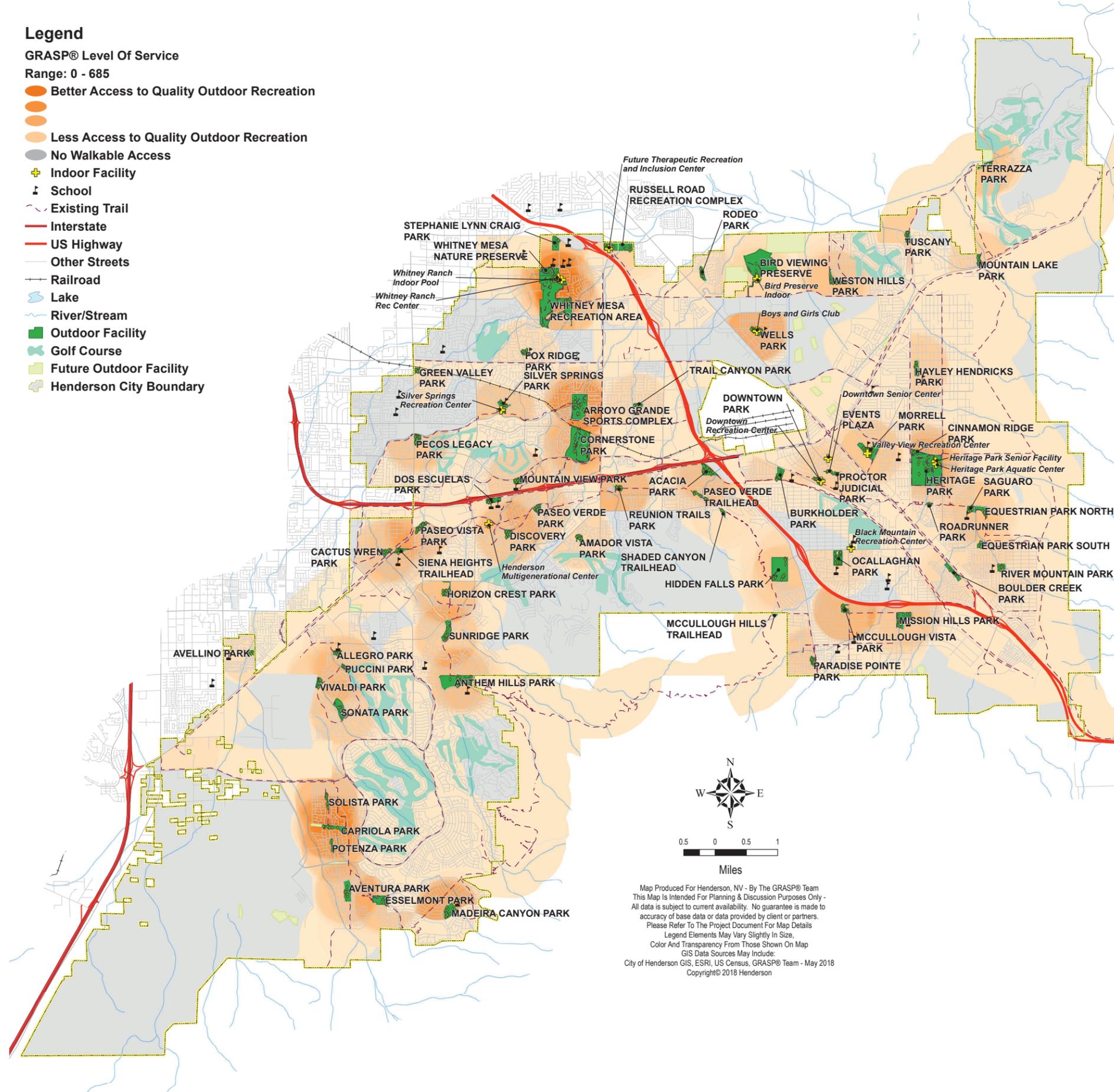
~ River/Stream

■ Outdoor Facility

■ Golf Course

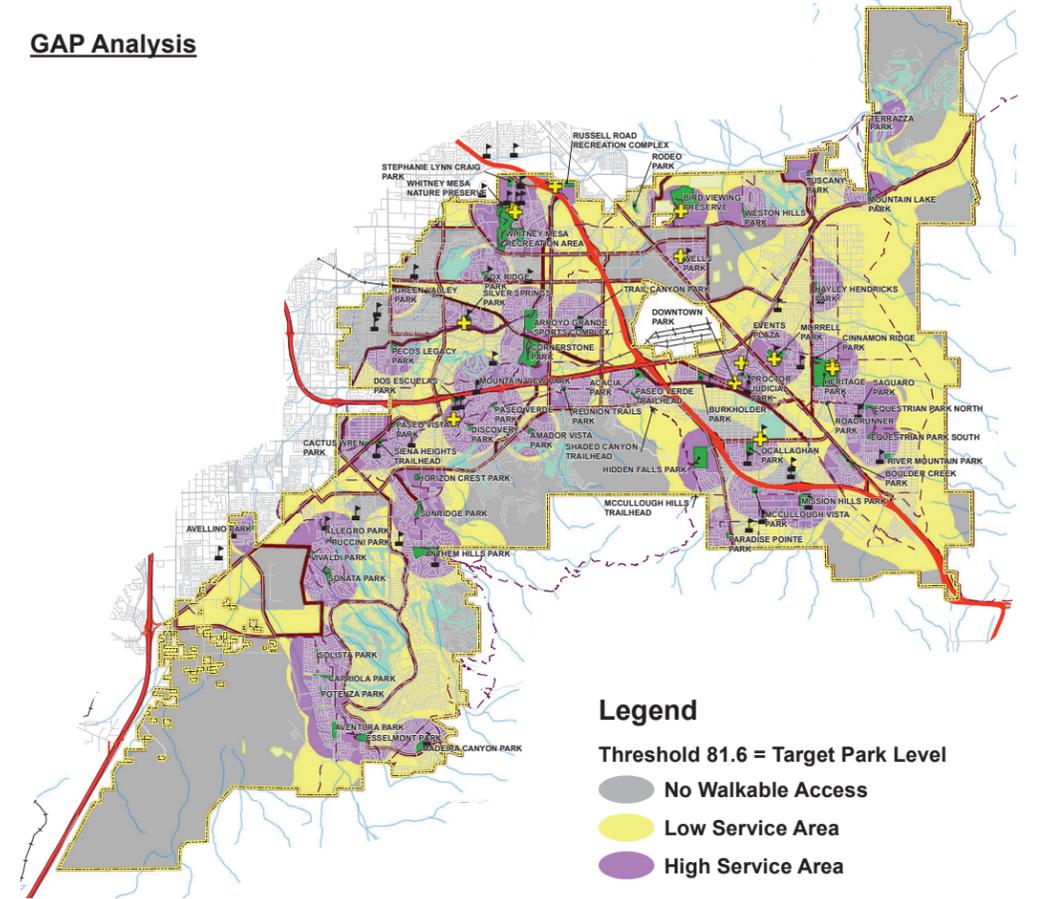
■ Future Outdoor Facility

■ Henderson City Boundary



Map Produced For Henderson, NV - By The GRASP® Team
 This Map Is Intended For Planning & Discussion Purposes Only -
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 City of Henderson GIS, ESRI, US Census, GRASP® Team - May 2018
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GAP Analysis



Legend

Threshold 81.6 = Target Park Level

■ No Walkable Access

■ Low Service Area

■ High Service Area

APPENDIX C: ALTERNATIVE FUNDING SOURCES

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GreenPlay has compiled the following list of potential funding sources for public parks and recreation identified through over 35 years of consulting with agencies across the United States. They are provided for agencies to review for potential use in their own agencies. Many may already be in place, and some may not be permissible in certain states or jurisdictions, however others may be useful.

Exercise

Please review the brief explanation of each funding opportunity and assign a level number 1 through 4 to the accompanying scoring sheet to come to consensus. The 4 levels are explained below:

Level 1: These funding sources are currently being used, or could easily be used by Henderson Parks and Recreation to create the existing budgets for capital and operational expenditures.

Level 2: These funding sources are potential funding opportunities Henderson Parks and Recreation would consider for additional funding of capital and operational expenditures.

Level 3: These funding sources are potential funding opportunities Henderson Parks and Recreation could consider for additional funding of capital and operational expenditures. These funding sources may not be available currently in the State of Nevada or an intergovernmental agreement may be necessary for implementation. These funding sources may meet with some resistance and be more difficult to implement.

Level 4: These funding sources are potential funding opportunities Henderson Parks and Recreation would not consider for additional funding of capital and operational expenditures. These potential funding sources are deleted from the list.

After determining the levels, please review and edit the first 3 level funding sources to reflect your local terminology and to customize each funding source to your agency.

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Traditional Parks and Recreation Operations and Capital Development Funding Sources

There are a variety of mechanisms that local governments can employ to provide services and to make public improvements. Parks and recreation operating and capital development funding typically comes from conventional sources such as sales, use, and property tax referenda voted upon by the community, along with developer exactions. Operating funds are typically capped by legislation; may fluctuate based on the economy, public spending, or assessed valuation; and may not always keep up with inflationary factors. In the case of capital development, "borrowed funds" sunset with the completion of loan repayment and are not available to carry-over or re-invest without voter approval. Explained below are the salient points of traditional funding sources. Many of these strategies may be currently in use to some extent by your agency.

Traditional Tax and Exactions-Based Funding Resources

General or Operating Fund

Parks and recreation services are typically funded by an agency's General or Operating Fund, which can be comprised of property tax, sales tax, and other compulsory charges levied by a government for the purpose of financing services performed for the common benefit of a community. These funds may also come from resources such as inter-governmental agreements, reimbursements, and interest and may include such revenue sources as franchise taxes, licenses and permits, fees, transfers in, reserves, interest income, and miscellaneous other incomes.

Property Tax

Property tax revenue often funds park and recreation special districts and may be used as a dedicated source for capital development. When used for operation funding, it often makes the argument for charging resident and non-resident fee differentials.

Sales Tax

This revenue source often funds public park and recreation agencies either partially or fully. Sales tax revenue is very popular in high traffic tourism agencies and with cities, counties, and state parks. Special Districts cannot exact sales taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Sin Tax

This revenue source often partially funds public park and recreation agencies and is derived from casinos, tobacco tax and/or marijuana tax (where legalized). Sin tax revenue is somewhat popular in many states (where it is legal) with high traffic tourism agencies and with cities, counties, and state parks. Special Districts many times cannot exact sin taxes, which often calls into question the issue of charging resident and non-resident fee differentials.

Development Funding

Development Impact Fees

Development impact fees are one-time charges imposed on development projects at the time of permit issue to recover capital costs for public facilities needed to serve new developments and the additional residents, employees, and visitors they bring to the community. State laws, with a few minor exceptions, prohibit the use of impact fees for ongoing maintenance or operations costs. Not all states allow the collection of impact fees.

Special Districts

Different from cities that are direct beneficiaries of these funds, Special Districts (or local improvement districts) are the beneficiaries of pass-through funding from cities or counties, which have responsibility for their interests. Special Districts cannot exact or collect the land dedication or the fee-in-lieu on their own.

Park Land Dedication Ordinance

Park land dedication requirements typically state that all residential subdivisions of land (and often commercial), with some exemptions, are to provide for parks by either dedicating land, paying an in-lieu fee (the amounts may be adjusted annually), or a combination of the two.

Traditional Parks and Recreation Earned Revenue Resources

Fees and Charges

Daily Admission and Annual Pass Sales or Vehicle Permits

Daily and annual pass fees can apply to regional parks and aquatics centers. The consultant team recommends consideration of bulk discount buying of daily admission fees marketed as “monthly, seasonal, 3-month, 6-month, and/or annual passes.”

Registration Fees

This revenue source is for participating in programs, classes, activities, and events which typically require pre-registration to ensure a place. These services may or may not have limited space. These participant fees attempt to recover most if not all of the direct expenses and are often revenue positive due to market demand.

Ticket Sales/Admissions

This revenue source is for accessing facilities for self-directed or spectator activities such as splash parks, ballparks, and entertainment activities. Fees may also be assessed for tours, entrance or gate admission, and other activities, which may or may not be self-directed. These user fees help offset operational costs or apply to new projects.

Alternative Parks and Recreation Operations and Capital Development Funding Sources

Alternative funding sources include a variety of different or non-conventional public sector strategies for diversifying the funding base beyond traditional tax-based support. The following is a list of known industry funding practices, potential sources, and strategies, as compiled by GreenPlay. Some of the strategies may currently be used by your agency, but may not be used to maximum effectiveness or capacity. Those that may not currently be used by your agency should be considered for a project’s or the operation’s specific relevance.

NOTE: *Not every funding mechanism on this list may be allowable by law, as the laws, regulations, statutes, ordinances, and systems of governance vary from city to city, county to county, and state to state. The authority to put forth referenda or institute exactions must be researched for validity within your city and your state, as this list is comprised of the financial practices from across the nation. Some referenda are passed by simple majority of those who vote, while others require a larger percentage to*

pass. In certain circumstances, referenda are passed by the majority of eligible voters versus just those who vote.

Loan Mechanisms

Full Faith and Credit Bonds

Bonds that are payable from the general resources of the agency. They are not tied to a specific revenue source, but the payment of principle and interest uses available operating funds.

General Obligation Bonds

Bonded indebtedness issued with the approval of the electorate for capital improvements and general public improvements.

Alternative Service Delivery and Funding Structures

Your agency may already be using some of these strategies.

Annual Appropriation/Leasehold Financing

This is a more complex financing structure that requires use of a third party to act as an issuer of the bonds who would construct the facility and retain title until the bonds are retired. For example, an agency can enter into a lease agreement with the third party with annual lease payments equal to the debt service requirements. The bonds issued by the third party are considered less secure than general obligation bonds of an agency and are therefore more costly. Since a separate corporation issues these bonds, they do not impact an agency's debt limitations and do not require a vote. However, they also do not entitle an agency to levy property taxes to service the debt. The annual lease payments must be appropriated from existing revenues.

Commercial Property Endowment Model – Operating Foundation

John L. Crompton¹ discusses government using the Commercial Property Endowment Model citing two case studies in the United Kingdom and Mission Bay Park in San Diego, California as an alternative structure to deliver park and recreation services. A non-profit organization may be established and given park infrastructure and/or land assets to manage as public park and recreation services along with commercial properties as income-earning assets or commercial lease fees to provide for a sustainable funding source. This kind of social enterprise is charged with operating, maintaining, renovating, and enhancing the public park system and is not unlike a model to subsidize low-income housing with mixed-use developments.

Inter-local Agreements

Contractual relationships could be established between two or more local units of government and/or between a local unit of government and a non-profit organization for the joint usage/development of sports fields, regional parks, or other facilities.

Privatization – Outsourcing the Management

Typically used for food and beverage management, golf course operations, ball field, or sports complex operations by negotiated or bid contract.

¹ Spring 2010 *Journal of Park and Recreation Administration*, Volume 28, Number 1, pp 103-111

Partnership Opportunities

Partnerships are joint development funding sources or operational funding sources between two separate agencies, such as two government entities, a non-profit and a government agency, or a private business and a government agency. Two partners jointly develop revenue producing park and recreation facilities and share risk, operational costs, responsibilities, and asset management based on the strengths and weaknesses of each partner.

Creating synergy based on expanded program offerings and collaborative efforts can be beneficial to all providers as interest grows and people gravitate to the type of facility and programs that best suit their recreational needs and schedules. Potential strategic alliance partnerships where missions run parallel, and mutually beneficial relationships can be fostered and may include the following:

- YMCA
- School Districts
- Medical Centers or Hospitals
- Boys and Girls Club
- Kiwanis, Optimists, VFWs, Elks, Rotary, and other service and civic organizations
- Chamber of Commerce
- Convention and Visitor's Bureau
- Homeowner or Neighborhood Associations
- Youth Sports Associations
- Adult Sports Associations
- Neighboring counties/communities
- Private alternative providers
- Churches
- Professional Sports Teams/Organizations
- Amusement Parks (example Disney World)
- Senior Citizen Groups (AARP, Silver Sneakers)

A Sample Partnership Policy can be provided to your agency.

Community Resources

The following subsections summarize research findings on potential funding sources that could enhance capital expenditures for capital repair, renovation, and new construction and operating budgets for an agency. These findings do not recommend any particular funding strategy over another. The economic conditions within the service area may vary with time, and your agency should explore the best means of achieving its goals toward the operations of the agency, the programs, and the facilities on an ongoing basis.

Advertising Sales

Advertising sales are a viable opportunity for revenue through the sale of tasteful and appropriate advertising on items such as program guides, scoreboards, dasher boards, and other visible products or services. This could be a viable strategy in the future if appropriate opportunities present themselves,

such as the acquisition of scoreboards, etc. Current sign codes should be reviewed for conflicts or appropriate revisions.

Corporate Sponsorships

An agency can solicit this revenue-funding source itself or work with agencies that pursue and use this type of funding. Sponsorships are often used for programs and events where there are greater opportunities for sponsor recognition (greater value to the sponsor).

A Sample Sponsorship Policy can be provided to your agency.

Fundraising

Many park and recreation agencies have special fundraisers on an annual basis to help cover specific programs and capital projects. This can include selling bricks, benches, pavers, tiles, and commemorative tree plantings, etc.

Crowdfunding

Crowdfunding is the practice of funding a project or venture by raising many small amounts of money from a large number of people, typically via the Internet. Park and Recreation agencies are beginning to incorporate crowdfunding efforts alongside traditional fundraising strategies. NRPA has implemented a Fund Your Park crowdfunding platform. It's free to members, donations are tax deductible and you have all the support you need from NRPA staff. *Source: Kara Kish, MPA, CPRE, CPSI, article in Parks and Recreation Magazine, December 2015. www.NRPA.org*

Grants

Grants often supplement or match funds that have already been received. For example, grants can be used for program purposes, information technology infrastructure, planning, design, seed money, and construction. Due to their infrequent nature, grants are often used to fund a specific venture and should not be viewed as a continuous source of funding.

Facilities and Equipment Grants

These grants help buy long-lasting physical assets, such as a building. The applicant organization must make the case that the new acquisition will help better serve its clients. Fund providers considering these requests will not only be interested in the applicant's current activities and financial health, but they will also inquire as to the financial and program plans for the next several years. Fund providers do not want allocate resources to an organization or program only to see it shut down in a few years because of poor management.

General Purpose or Operating Grants

When a grant maker gives an operating grant, it can be used to support the general expenses of operating. An operating grant means the fund provider supports the overall mission and trusts that the money will be put to good use. Operating grants are generally much harder to procure than program or support grants.

Management or Technical Assistance Grants

Unlike most project grants, a technical assistance grant does not directly support the mission-related activities of an agency. Instead, they support management or administration and the associated fundraising, marketing, and financial management needs.

Program-Related Investments (PRIs)—In addition to grants, the Internal Revenue Service allows foundations to make loans—called Program-Related Investments (PRIs)—to nonprofits. PRIs must be for projects that would be eligible for grant support. They are usually made at low or zero interest. PRIs must be paid back to the grant maker. PRIs are often made to organizations involved in building projects.

Matching Grants

Many grant makers will provide funding only on the condition that an amount equal to the size of the grant can be raised from other sources. This type of grant is another means by which foundations can determine the viability of an organization or program.

Planning Grants

When planning a major new program, an agency may need to spend a good deal of time and money conducting research. A planning grant supports this initial project development work, which may include investigating the needs of constituents, consulting with experts in the field, or conducting research and planning activities.

Private Grant and Philanthropic Agencies

Many resources are available which provide information on private grant and philanthropic agency opportunities. A thorough investigation and research on available grants is necessary to ensure mutually compatible interests and to confirm the current status of available funding. Examples of publicly accessible resources are summarized below.

- Information on current and archived Federal Register Grant Announcements can be accessed from The Grantsmanship Center (TGCI) on the Internet at: <http://www.tgci.com>.
- Another resource is the Foundation Center's RFP Bulletin Grants Page on Health at: <http://foundationcenter.org>.
- Research www.ecivis.com for a contract provider of a web-based Grants Locator system for government and foundation grants specifically designed for local government.

Program or Support Grants

A program or support grant is given to support a specific or connected set of activities that typically have a beginning and an end, specific objectives, and predetermined costs. Listed below are some of the most common types of program or support grants:

Seed Money or Start-up Grants

These grants help a new organization or program in its first few years. The idea is to give the new effort a strong push forward, so it can devote its energy early on to setting up programs without worrying constantly about raising money. Such grants are often for more than one year, and frequently decrease in amount each year.

Land and Water Conservation Fund

This fund was reauthorized by Congress in December 2015 for 3 years. Generally during this short period the level of funding allocated to states (through the State and Local Assistance Program) for outdoor recreation land acquisition and facility development is anticipated to rise. Every state runs their State and Local Assistance Program in a slightly unique manner, so we encourage any municipal or county parks personnel interested in LWCF to contact their LWCF State Liaison Officer (typically someone at a state's department of fish and game, environmental protection, or conservation and recreation) for more information.

Naming Rights

Many agencies throughout the country have successfully sold the naming rights for newly constructed facilities or when renovating existing buildings. Additionally, newly developed and renovated parks have been successfully funded through the sale of naming rights. Generally, the cost for naming rights offsets the development costs associated with the improvement. People incorrectly assume that selling the naming rights for facilities is reserved for professional stadiums and other high profile team sport venues. This trend has expanded in recent years to include public recreation centers and facilities as viable naming rights sales opportunities.

Naming rights can be a one-time payment or amortized with a fixed payment schedule over a defined period of time. During this time, the sponsor retains the "rights" to have the park, facility, or amenity named for them. Also during this time, all publications, advertisements, events, and activities could have the sponsoring group's name as the venue. Naming rights negotiations need to be developed by legal professionals to ensure that the contractual obligation is equitable to all agents and provides remedies to change or cancel the arrangements at any time during the agreement period.

Philanthropic

Philanthropy can be defined as the concept of voluntary giving by an individual or group to promote the common good and to improve the quality of life. Philanthropy generally takes the form of donor programs, capital campaigns, and volunteers/in-kind services.

The time commitment to initiate a philanthropic campaign can be significant. If an agency decides to implement a capital fundraising campaign and current resources that could be dedicated to such a venture are limited, it may be recommended that the agency outsource some or most of this task to a non-profit or private agency experienced in managing community-based capital fundraising campaigns. Capital campaigns should be limited to large-scale capital projects that are desired by the community but for which dedicated funding is not readily available.

Foundation/Gifts

These dollars are received from tax-exempt, non-profit organization. The funds are private donations in promotion of specific causes, activities, or issues. They offer a variety of means to fund capital projects, including capital campaigns, gifts catalogs, fundraisers, endowments, etc.

Friends Associations

These groups are typically formed to raise money for a single purpose that could include a park facility or program that will benefit a particular special interest population or the community as a whole.

Gift Catalogs

Gift catalogs provide organizations the opportunity to let the community know what their needs are on a yearly basis. The community purchases items from the gift catalog and donates them to an agency.

Volunteer Programs/In-Kind Services

This revenue source is an indirect source in that persons donate time to assist an agency in providing a product or service on an hourly basis. This reduces cost in providing the service, plus it builds advocacy for the system. To manage a volunteer program, an agency typically dedicates a staff member to oversee the program for the entire agency.

Adopt-a-Park/Adopt-a-Trail

Programs such as adopt-a-park may be created with and supported by the residents, businesses, and/or organizations located in the park's vicinity. These programs allow volunteers to actively assist in improving and maintaining parks, related facilities, and the community in which they live.

Neighborhood Park Watch

As a way to reduce costs associated with vandalism and other crimes against property, an agency may consider a neighborhood park watch program. This program develops community ownership of an agency's facilities.

Gifts in Perpetuity

Irrevocable Remainder Trusts

These trusts are set up with individuals who typically have more than a million dollars in wealth. They will leave a portion of their wealth to an agency in a trust fund that allows the fund to grow over a period of time and then is available to use a portion of the interest to support specific park and recreation facilities or programs that are designated by the trustee.

Life Estates

This revenue source is available when someone wants to leave their property to an agency in exchange for their continued residence on the property until their death. An agency can usually use a portion of the property for park and recreational purposes, and then use all of it after the person's death. This revenue source is very popular for individuals who have a lot of wealth and their estate will be highly taxed at their death. Their benefactors will have to sell their property because of probate costs. Life Estates allow individuals to receive a good yearly tax deduction on their property while leaving property for the community. Agencies benefit because they do not have to pay for the land.

Maintenance Endowments

Maintenance Endowments are set up for organizations and individuals to invest in ongoing maintenance improvements, and infrastructure needs of specific/targeted facilities. Endowments retain money from user fees, individual gifts, impact fees, development rights, partnerships, conservation easements, and for wetland mitigations.

Raffling

Some agencies offer annual community raffles, such as purchasing an antique car that can be raffled off in contests.

Community Service Fees and Assessments

Capital Improvement Fees

These fees are on top of the set user rate for accessing facilities such as sport and tournament venues and are used to support capital improvements that benefit the user of the facility.

Development Surcharge/Fee

Some agencies have added a surcharge on every transaction, admission, or registration to generate an improvement or development fund.

Dog Park Fees

These fees are attached to kennel clubs who pay for the rights to have dog park facilities for their own exclusive use. Fees are on the dogs themselves and/or on the people who take care of other people's dogs.

Equipment Rental

This revenue source is generated from the rental of equipment such as tables and chairs tents, stages, bicycles, roller blades, boogie boards, etc. that are used for recreation purposes.

Flexible Fee Strategies

This pricing strategy would allow an agency to maximize revenues during peak times and premium sites/areas with higher fees and to fill in excess capacity during low use times with lower fees to maximize play.

Franchise Fee on Cable

This would allow an agency to add a franchise fee on cable designated for parks and recreation. The normal fee is \$1.00 a month or \$12.00 a year per household. Fees usually go toward land acquisition or capital improvements.

Lighting Fees

Some agencies charge additional fees for lighting as it applies to leagues, special use sites, and special facilities that allow play after daylight hours. This fee may include utility demand charges.

Parking Fee

This fee applies to parking at selected destination facilities such as sports complexes, stadiums, and other attractions to help offset capital and operational cost. Fees may be charged for after-hours overnight usage of parking facilities or for storage at parking facilities with excess space.

Percent-for-Art Legislation

Percent-for-art legislation dedicates a percentage (usually .5 to 2) of publicly funded capital improvement projects (CIP) for art in public places, usually in, on, or adjacent to the project, building, or park being constructed or improved. This guarantees funding for public art projects and that public art projects will be planned with each new improvement. This can also be conceived as an Art-in-the-Park program.

Processing/Convenience Fees

This is a surcharge or premium placed on electronic transfers of funds, automatic payments, or other conveniences.

Recreation Service Fee

The Recreation Service Fee is a dedicated user fee that can be established by a local ordinance or other government procedure for the purpose of constructing and maintaining recreation facilities. The fee can apply to all organized activities that require a reservation of some type, or other purposes as defined by an agency. Examples of such generally accepted activities that are assigned a service fee include adult basketball, volleyball, and softball leagues; youth baseball, soccer, and softball leagues; and special interest classes. The fee, above and beyond the user fee, allows participants to contribute toward the construction and/or maintenance of the facilities being used.

Recreation Surcharge Fees on Sports and Entertainment Tickets, Classes, MasterCard, Visa

This fee is a surcharge on top of the regular sports revenue fee or convenience fee for use of MasterCard and Visa. The fee usually is no more than \$5.00 and is usually \$3.00 on all exchanges. The money earned would be used to help pay off the costs of improvements or for operational purposes.

Residency Cards

Non-residents may purchase “residency” on an annual basis for the privilege of receiving the resident discounts on fees, charges, tours, shows, reservations, and other benefits typically afforded to residents only. The resident cards can range in price, but are often at least equivalent to what a resident pays in taxes annually to support operations, maintenance, and debt service.

Real Estate Transfer – Tax/Assessment/Fee

As agencies expand, the need for infrastructure improvements continues to grow. Since parks and recreation facilities add value to neighborhoods and communities, some agencies have turned to real estate transfer tax/assessment/fee to help pay for acquisition and needed renovations. Usually transfer tax/assessment/fee amount is a percentage on the total sale of the property and is assessed each time the property transfers to a new owner. Some states have laws prohibiting or restricting the institution, increase, or application of this tax/assessment/fee.

Room Overrides on Hotels for Sports Tournaments and Special Events

Agencies have begun to keep a percentage of hotel rooms reservation fees that are booked when the agency hosts a major sports tournament or special event. The overrides are usually \$5.00 to \$10.00 depending on the type of room. Monies collected would help offset operational costs for hosting the events.

Security and Clean-Up Fees

An agency may charge groups and individuals security and clean-up fees for special events other type of events held at facilities.

Self-Insurance Surcharge

Some agencies have added a surcharge on every transaction, admission, or registration to generate a self-insured liability fund.

Signage Fees

This revenue source charges people and businesses with signage fees at key locations with high visibility for short-term events. Signage fees may range in price from \$25-\$100 per sign based on the size of the sign and location.

Trail Fee

These fees are used for access to closed bike trails to support operational costs. Fees for bike trails are typically \$35 to \$50 a year. This arrangement works for bike trails if the conditions of dedicated use, fencing for control, and continuous patrolling/monitoring are in place. Multi-purpose trails that are totally open for public use without these conditions in place make it difficult to charge fees and are nearly impossible to monitor.

Utility Roundup Programs

Some park and recreation agencies have worked with local utilities on a round up program whereby a consumer can pay the difference between their bill and the next highest even dollar amount as a donation to the agency. Ideally, these monies would be used to support utility improvements such as sports lighting, irrigation cost, and HVAC costs.

Contractual Services

Cell Towers and Wi-Fi

Cell towers sited in strategic park locations are another potential source of revenue that an agency may consider. Typically, agencies engage in this service as a means of enhancing overall operational cost recovery.

Another type of revenue for a facility or complex can come from providing sites for supporting Wi-Fi technology. For example, in California, the State Park System is providing wireless internet access and is charging \$7.95 for 24 hours of connectivity (approximately \$.33 per hour) within its service area. They have connected 85 state parks with SBC Communications. For more information, contact California State Parks at www.parks.ca.gov. [2015/16 update: It is unclear whether CA is still charging for this service; this is being further researched]

Concession Management

Concession management is the retail sale or rental of soft goods, hard goods, or consumable items. Through contracting, the agency either receives a percentage of the gross sales or the net revenue dollars from the revenue above direct expenses. Net proceeds are generally more difficult to monitor.

Merchandising Sales or Services

This revenue source comes from the public or private sector on resale items from gift shops, pro-shops, restaurants, concessions, and coffee shops for either all of the sales or a defined percentage of the gross sales. Typically, agencies engage in this type of service as a convenience to their patrons and as a means of enhancing overall operational cost recovery.

Private Concessionaires

Contracts with private sector concessionaires provide resources to operate desirable recreational activities. These services are typically financed, constructed, and operated by a private business or a non-profit organization with additional compensation paid to an agency.

Permits, Licensing Rights and Use of Collateral Assets

Agricultural Leases

In some agency parks, low land property along rivers, or excess land may be leased to farmers for crops.

Booth Lease Space

Some agencies sell booth space to sidewalk vendors in parks or at special events for a flat rate or based on volume of product sold. The booth space can also be used for sporting events and tournaments.

Catering Permits and Services

This is a license to allow caterers to work in the system on a permit basis with a set fee or percentage of food sales returning to the agency. Also, many agencies have their own catering service or an authorized provider list and receive a percentage of dollars from the sale of food.

Filming Rights

Many agencies issue permits so that park sites may be used for commercial film and photography activities. The production company pays a daily fee for the site plus the loss of revenue the agency would incur during use of the community space.

Land Swaps

An agency may trade property to improve access or protection of resources. This could include a property gain by the agency for non-payment of taxes or a situation where a developer needs a larger or smaller space to improve its profitability. The agency would typically gain more property for more recreation opportunities in exchange for the land swap.

Leasebacks on Recreational Facilities

Many agencies do not have adequate capital dollars to build desired revenue-producing facilities. One option is to hire a private investor to build the facility according to the specifications requested with the investment company financing the project. An agency would then lease the property back from the investor over 20+ years. This can be reversed whereby an agency builds the facility and leases to a private management company who then operates the property for a percentage of gross dollars to pay off the construction loans through a subordinate lease.

Licensing Rights

This revenue source allows an agency to license its name on all resale items that private or public vendors use when they sell clothing or other items with its agency's name on it. The normal licensing fee is 6 to 10 percent of the cost of the resale item.

Manufacturing Product Testing and Display or Research

An agency may work with specific manufacturers to test their products in a park, recreation facility, or in a program or service. The agency may test the product under normal conditions and report the results back to the manufacturer. Examples include lighting, playground equipment, tires on vehicles, mowers, irrigation systems, seed & fertilizers, etc. The agency may receive the product for free but must pay for the costs of installation and for tracking results. Research Fees may be charged to allow research to occur on park lands or related to equipment used at Parks. Companies may pay to have their equipment installed and tested to prove durability and user satisfaction. Product Placement fees may also be an option – having a company not only donate their equipment but also pay a fee to have their equipment used at a public facility.

Private Developers

Developers may lease land through a subordinate lease that pays out a set dollar amount plus a percentage of gross dollars for recreation enhancements. These could include sports complexes and recreation centers.

Recycling Centers

Some agencies and counties operate recycling centers for wood, mulch, and glass as revenue generators for their systems.

Rentals of Houses and Buildings by Private Citizens

Many agencies will rent out facilities such as homes to individual citizens for revenue purposes.

Sale of Development Rights

Some agencies sell their development rights below park ground or along trails to utility companies. The agency would receive a yearly fee on a linear foot basis. This type of activity would be dependent on grant restrictions on property purchased with grant funding.

Sale of Mineral Rights

Many agencies sell mineral rights under parks, including water, oil, natural gas, and other by products, for revenue purposes.

Special Use Permits

Special permits allow individuals to use specific park property for financial gain. The agency receives either a set amount of money or a percentage of the gross service provided.

Subordinate Easements – Recreation/Natural Area Easements

This revenue source is available when an agency allows utility companies, businesses, or individuals to develop some type of an improvement above ground or below ground on its property. Subordinate easements are typically arranged over a set period of time, with a set dollar amount that is allocated to the agency on an annual basis.

Surplus Sale of Equipment by Auction

Agencies often have annual surplus auctions to get rid of old and used equipment, generating additional income on a yearly basis.

Enterprise Funds

These funds establish business units that are self-sustaining through fees and charges. Debt service and all indirect costs should be allocated or attributed to enterprise funds. Any excess revenue generated is maintained by the fund for future needs and cannot be used by another fund or department. Examples include premier sports tournament complexes.

Other Options

Land Trusts

Many agencies have developed land trusts to help secure and fund the cost of acquiring land that needs to be preserved and protected for greenway purposes. This may also be a good source for the acquisition of future lands.

Positive Cash Flow

Depending on how aggressively an agency incorporates marketing and management strategies, there may be a positive fund balance at the end of each year. While current facilities, projections, and fee policies do not anticipate a positive cash flow, the climate can change. The ending positive balance could be used, for example, to establish a maintenance endowment for agency recreation facilities, to set aside funds for capital replacement and/or repair, or to generate a fund balance for contingency or new programming opportunities.

Cost Saving Measures

In addition to aligning cost recovery with goals, charging appropriate fees, and using traditional and alternative funding mechanisms, several cost saving measures can improve the overall cost recovery picture for an agency.

Change Maintenance Standards/Practices

- Add one extra day onto the mowing interval; thus reducing the amount of mowing in a season.
- Evaluate and determine actual maintenance needs and schedules for upkeep of different facilities and landscape features/types. Based on needs, evaluate resource needs (equipment, staff, etc.) and production rates of staff/equipment for the system's regularly occurring maintenance work and prioritize maintenance program needs, schedules and relevant resource allocations.
- Consider turf management strategies by turf use/wear – high intensity use and maintenance needs (such as sports fields) versus low intensity use areas such as lawns along the edge of a woodlot or roadway – there are usually areas of turf that are regularly maintained because “they have always been mowed”; by changing the maintenance strategy to not mowing or not regularly mowing such areas, less time/resources need to be dedicated to mowing overall.
- Naturalizing areas of lawn where you don't need lawn is a “going green” type of practice that also reduces maintenance needs/costs.

- Buildings/Facilities
 - Evaluate needs and consider in-house versus contracted maintenance workers for different needed services/trades.
 - Standardize equipment, fixtures, and relevant materials.
 - Are some facilities in such disrepair that continuing to throw limited funding on “band-aids” no longer practical?
 - In designing new facilities, are simple sustainability factors being vetted (such as orienting the building to maximize solar gain to reduce lighting and heating costs)?
- Add energy efficient fixtures, low flow water fixtures, eliminate throw away products like paper towels and replace with energy efficient hand dryers.
- Strategically locate trash and recyclable containers to reduce cost of having staff empty these and spend time picking up trash/recyclables that are not properly placed by patrons.
- Reduce cleaning frequency of office spaces and centralize trash and recyclables into one location in employee work areas to save on costs of related to housekeeping.
- Consider having staff complete multiple tasks at the same time – emptying recyclables and trash at the same time as doing rounds or inspections.
- Educate users to better utilize existing facilities and resources to cut down costs – clean up after themselves.
- Equipment and Supplies
 - Purchase better equipment that last longer and requires less maintenance – saving money on the front end does not always result in cost savings overall.
 - Standardize equipment (such as vehicles, grounds equipment and tools, etc.) as a way to increase efficiency in training staff to use it, and as a means to simplify and reduce costs associated with parts inventory and maintenance/repair programs (ex. Mechanic places one order for 10 air filters for 1 type of lawnmower and gets bulk price from one vendor, versus ordering 10 different filters for 10 different mowers, from multiple vendors and keeping track of it all)
 - Consider leasing vehicles or other heavily used equipment - it can be more cost effective for an organization to lease vehicles or equipment and rotate their fleet regularly versus allocating resources to maintain and repair aging fleets of old, well used vehicles/equipment that have higher likelihood of breakdowns and associated loss of production time.
- Use volunteers to assist with housekeeping and maintenance.
- Solicit in-kind donation of time and services in exchange for maintenance assistance

Contract Re-negotiate or Re-bid

At every opportunity, review contracts to assure you are not paying more than you have to, or are receiving the maximum amount of revenue possible.

Cost Avoidance

An agency must maintain a position of not being everything for everyone. It must be driven by the market and stay with its core businesses. By shifting roles away from being a direct provider of facilities, programs, or services, an agency may experience additional savings. This process is referred to as *cost avoidance*. The estimated savings could be realized through partnering, outsourcing, or deferring to another provider in the provision of a service and/or facility. One example is purchasing in bulk.

Greening Trends

Rooftop Gardens and Park Structures

Rooftop gardens create respites in a densely built environment and help reduce the urban heat island effects. In addition, the lack of availability and affordability of urban real estate has continued the trend of parks built over structures such as parking garages and other structures.

Green Practices

- Use light, water, and motion sensors
- Conduct energy audits
- Update to energy efficient ballasts, motors, appliances
- Use electric and hybrid vehicles
- Develop “Pack It Out” trash program
- Use greywater
- Use solar and wind energy
- Implement green operating practices

Many agencies miss the easiest green practices in their everyday operating procedures and policies. These include administrative procedures, best operating standards, and sustainable stewardship performance measures. Many of the industry best practices outlined below (**Table 1**) may be currently and successfully employed by your agency.

Table 1: Green Practices Focus Area and Action Step

Focus Area	Action Step
Administrative	<ul style="list-style-type: none"> • Recycle Office Trash (consolidate trash and recyclables to one common location – reduce cost to empty containers in each office) • Clean offices weekly instead of daily • Go Paperless • Conserve Resources • Flex Scheduling • Virtual Meetings
Operating Standards	<ul style="list-style-type: none"> • Preventative Maintenance • Reduce Driving • Eliminate Environmentally Negative Chemicals and Materials • Green Purchasing Policies • LEED® Design • Purchase better equipment and supplies that require less maintenance and are more durable
Sustainable Stewardship	<ul style="list-style-type: none"> • Re-analyze and Revised Practices and Standards • Monitor and Report Results • Lead by Example • Public Education - agencies should lead by example teaching the public a little bit about what green practices actually are and how they might be able to incorporate some of the same features (maybe raingardens or LED lighting) in their own home to help conserve our shared natural resources. • Incorporate Stewardship Principles in all Park and Recreation Services • Seek Available Grant Funding and Initiative Awards